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IN THE UNITED STATES PATENT AND TRADEMARK OFFICE
BEFORE THE TRADEMARK TRIAL AND APPEAL BOARD

Proceeding	85691026
Applicant	Cowan, Jeff
Applied for Mark	FULL SERVICE PROMISE
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Submission	Applicants Request for Remand and Amendment
Attachments	Request for Suspension and Remand.pdf(331887 bytes) Exhibit 1 - Complete Training Manual.pdf(1930910 bytes) Exhibit 2 - Cowan Declaration.pdf(3906309 bytes) Exhibit 3 - FSP photos.pdf(3793254 bytes)
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Date	10/17/2013

IN THE UNITED STATES PATENT AND TRADEMARK OFFICE

TRADEMARK TRIAL AND APPEAL BOARD

Application No.: 85/691,026
Applicant: Jeff Cowan
Filing Date: July 31, 2012
Law Office: 110
Examiner: Dezmona J. Mizelle-Howard
Attorney Docket No.: 011104-000042
Mark: FULL SERVICE PROMISE

REQUEST FOR SUSPENSION AND REMAND UNDER 37 CFR §2.142(d)

To the Trademark Trial and Appeal Board:

Applicant respectfully requests that the Board suspend the appeal of the present application and remand to the Examining Attorney for consideration of the additional evidence submitted herewith. Applicant has obtained the Examining Attorney's consent to suspension of the appeal and remand of the application.

The present application is the subject of a Final Office Action dated March 4, 2013, asserting that the specimens of record are unacceptable. In response thereto, Applicant filed a Notice of Appeal on September 4, 2013. With the present Request for Suspension and Remand, Applicant wishes to introduce additional evidence into the record of the present application for consideration by the Examining Attorney.

I. EXPLANATION OF GOOD CAUSE

The additional evidence Applicant wishes to introduce (discussed in greater detail below) consists of additional materials showing use of the trademark and a Declaration by the Applicant.

There was delay in obtaining these materials. Separately, as mentioned above, Applicant notes that the Examining Attorney has provided consent to the present Request.

As background, Applicant's lead employee is the General Manager of Applicant's business who was out of the office on maternity leave from June to September of 2013. Applicant's General Manager is the primary individual responsible for the management of advertising, educational and training materials, and all other materials relating to Applicant's services. The review and discussion of materials were delayed until after the return of Applicant's General Manager from maternity leave.

Additionally, as stated above Applicant notes that the Examining Attorney has agreed to the remand. The undersigned counsel conducted a telephone conference on October 7, 2013 with Examining Attorney Mizelle-Howard, in which she provided her consent to the present Request for Suspension and Remand.

Based on the above, Applicant respectfully requests that the present Request for Suspension and Remand be granted and the application file be returned to the Examining Attorney for consideration of the additional evidence submitted herewith.

II. ADDITIONAL EVIDENCE

Although Applicant respectfully maintains that the specimens of record in the present application are sufficient to show use of the mark in commerce, Applicant respectfully submits that the additional evidence submitted herewith is sufficient to show use of the mark in connection with the identified services.

The additional evidence submitted herewith includes: a complete training manual (Exhibit 1), a Declaration by Applicant (Exhibit 2), and photographs of the trademark used on related goods (Exhibit 3).

a. Complete Training Manual (Exhibit 1)

In its previous Response to Office Action dated February 6, 2013, Applicant submitted excerpts from training manuals as specimens. In response, the Examining Attorney maintained the assertion that the trademark was not shown to be used in connection with the services and again rejected the specimens in the Final Office Action dated March 4, 2013. To address the Examining Attorney's concerns, Applicant submits herewith a copy of a *complete* training manual. Applicant respectfully asserts that consideration of the training manual as a whole makes clear that the trademark applies broadly to promote Applicant's entire offering of training services and materials.

In the Final Office Action, the Examining Attorney objected to the training manual excerpts as not showing the applied-for mark used in connection with the specified services. Specifically, the Final Office Action asserts:

[The mark] is merely a topic in a workshop (teaching the participant to become a full service promise dealership) and not likely to be seen as a source identifier. In addition, the wording is used as part of a larger phrase in the first specimen. In the second specimen, the name of the workshop appears to be JEFF COWAN'S PRO TALK "THE FULL SERVICE PROMISE".

Applicant respectfully disagrees. The training manual, especially when considered as a complete 77-page volume, shows that the trademark is not "merely a topic" in the workshop. Use of the trademark on the front cover of the manual illustrates that the trademark is used to represent and promote the entire package of services and materials that trainees receive during the workshop.

Indeed, the Index on pages 5-6 does *not* list the FULL SERVICE PROMISE trademark as a “topic” that will be separately covered during the training. In fact, the only other use of the FULL SERVICE PROMISE trademark comes at the end of the training manual, in which Applicant wraps up the educational services by imploring the trainees to adopt a credo based on the numerous techniques they learned during their FULL SERVICE PROMISE training (p. 71 of the exhibit).

Additionally, the use of the FULL SERVICE PROMISE trademark on the front cover is set apart from the company name “Jeff Cowan’s Pro Talk.” The words of the trademark are displayed in a different size and font from the remaining words, on a separate line, within quotes, and with use of the ® symbol. The mark is used in a way that creates a separate commercial impression that is recognized by consumers, differently from what would be considered “merely a topic” or just the “name” of the workshop. These factors support that the mark is perceived as a service mark. *See* TMEP 1301.02 and *In re Post Properties, Inc.*, 227 USPQ 334 (TTAB 1985) (the designation QUALITY SHOWS, set off from text of advertising copy in extremely large typeface and reiterated at the conclusion of the narrative portion of the ad, held to be a registerable service mark for applicant’s real estate management and leasing services, because it was used in a way that made a commercial impression separate from that of the other elements of advertising material upon which it was used, such that the designation would be recognized by prospective customers as a source identifier.) Even assuming *arguendo* that the FULL SERVICE PROMISE trademark may be viewed as part of the “name” of Applicant’s complete training program, that usage does not remove it from functioning as a service mark.

The applied-for mark is unique and was coined by Applicant. The present mark is not used as a generic or common name of a topic or subject such as “mathematics” or “marketing 101”; indeed the mark has no clear or recognized meaning outside of the context of the Applicant’s services. Thus, the mark is perceived by the public as uniquely identifying and associated with Applicant’s training services. This is comparable to the case of *In re ICE Futures U.S., Inc.*, where the TTAB recognized that marks referring to contract names (comparable to “subject matter”) used in rendering services, where the marks were created by the applicant and had a long history of exclusive use, supported that the marks functioned as service marks:

in these cases, SUGAR NO. 11, SUGAR NO. 14 and COTTON NO. 2 not only identify the relevant contracts, contracts which are unique to applicant, but SUGAR NO. 11, SUGAR NO. 14 and COTTON NO. 2 also identify the source of the futures exchange services.

In re ICE Futures U.S., Inc., 85 USPQ2d 1664, 1669 (TTAB 2008) [precedential]

We conclude so based on our analysis of the specimens themselves, the context of use and the history of applicant’s exclusive use in the industry reflected in this record.

Id.

When considering the full context of use, the mark created by the Applicant promotes Applicant’s educational and training services as a whole and identifies and distinguishes that Applicant is the source of the services.

b. Declaration of Applicant (Exhibit 2)

Applicant also seeks to submit herewith the Declaration of the Applicant, Jeff Cowan. In his Declaration, Mr. Cowan discusses the extensive history of his services and the recognition he has received as being the leader in the field. (Cowan Decl., paras. 1-5). Additionally, Mr. Cowan states that the FULL SERVICE PROMISE trademark has been used on a variety of

different materials to promote the identified services, including use on the “website, training materials, presentations and even clothing items.” (Cowan Decl., para. 8). As Mr. Cowan states, the FULL SERVICE PROMISE trademark is a “unique” trademark that he “coined” to promote the services. (Cowan Decl., para. 9). “It is not a specific topic” that personnel are trained on, “but rather applies broadly to the entire services package” that Applicant provides to consumers. (Cowan Decl., para. 9).

c. Photographs of Trademark Used on Related Goods (Exhibit 3)

Applicant also seeks to submit photographs of clothing items, specifically a shirt and hat, with the trademark printed thereon. (Exhibit A to Cowan Decl.; Exhibit 3 to the present Request). Applicant submits the photographs in an effort to corroborate the specimens already of record in the present case, and also presents the photographs as additional specimens in their own right.

The clothing items are regularly worn by Applicant and his staff while the identified services are being promoted and performed. (Cowan Decl., para. 8). As provided in the TMEP, “[a] specimen that shows the mark as used in the course of *rendering or performing* the services is generally acceptable. Where the record shows that the mark is used in performing (as opposed to advertising) the services, a reference to the services on the specimen itself may not be necessary.” (TMEP §1301.04(b), emphasis in original). Accordingly, although the clothing items do not explicitly reference the services, they serve to show how the mark is used when the services are actually performed.

This is comparable to the case of *In re Red Robin Enterprises, Inc.* where the TTAB found that a photograph of a costume which is worn by a performer during the *performance* of

the identified entertainment services was an acceptable manner of showing use of the mark. 222 U.S.P.Q. 911 (TTAB 1984). Similarly here, the shirts and hats are worn by Applicant and his staff during the rendering of the educational services. Accordingly, Applicant asserts that the photographs of the shirt and hat are acceptable specimens showing use of the applied-for mark in connection with the identified services.

The specimens were in use in commerce at least as early as the filing date of the application. Based on the foregoing, Applicant respectfully requests that the supplemental photograph specimens be accepted.

d. Consideration of All Evidence

Applicant notes that the Examining Attorney “must carefully review the specimen, together with any other information in the record, to see how the applicant uses the proposed mark.” (TMEP §1301.02(e), emphasis added). The additional materials Applicant seeks to introduce corroborate and reinforce that Applicant is the source of the identified services. All of the various uses of the trademark on the different types of materials submitted in the present case have the primary purpose of promoting Applicant’s services under the FULL SERVICE PROMISE trademark. Upon consideration of the additional evidence, Applicant respectfully asserts that the record, as a whole, shows “that there is a direct association between the mark and the service.” (TMEP §1301.02).

III. CONCLUSION

In view of these remarks and the additional materials submitted herewith, Applicant respectfully requests that the present Request for Suspension and Remand be granted, and that the specimens be accepted. Applicant respectfully submits that the mark is in condition for publication and allowance, and action towards such is respectfully requested.

Respectfully submitted,

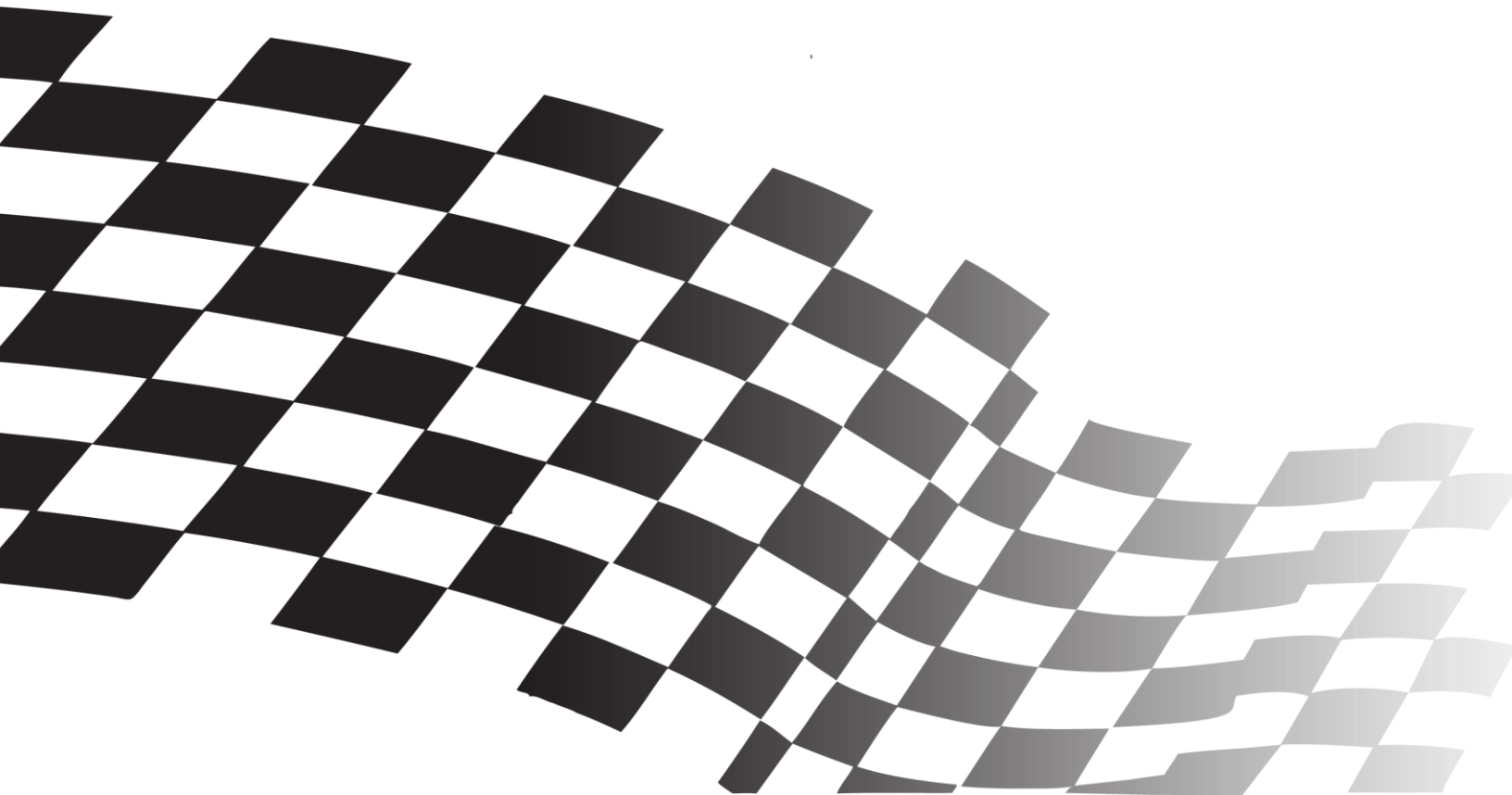
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Thank you for attending today's workshop! In this workshop I will be delivering the latest word tracks, techniques, and processes that will allow you to handle the new customer's mindset in the most effective way possible. I have recently expanded my workshop workbook from 25 pages to over 60 pages. These new pages include new skill sets that you will need to master in order to experience maximum results in your service department. Of course I will still cover many of the basic fundamentals that I am known for as well. I have been presenting this version of the workshop for 3 months now and the results that attendees are getting, exceed even MY expectations. I encourage you to come with an open mind. I also encourage you to feel free to ask as many questions as you deem necessary. My workshops are always presented in a serious, but fun, and relaxed manner.

Sincerely,

A handwritten signature in black ink that reads "Jeff Cowan". The signature is stylized, with the first name "Jeff" written in a cursive-like script and the last name "Cowan" in a more upright, blocky style.

Jeff Cowan, President
Jeff Cowan's PRO TALK, Inc.
(800) 248-2931
(949) 713-4469



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Your New Customer

Facts About The New Customer

They...

1. Need their vehicles
2. Depend on their vehicles
3. Are more likely to invest in their vehicles in tough times
4. Will let other items go to ensure their vehicle's needs are taken care of
5. Will only do business with businesses that they feel have their best interests at heart

Putting Your Fears Aside

Part 1

The “There’s a Bad Economy” Close

“Mr. Customer, I know it’s a tough economy. It has affected me, my family, my neighbors, friends, and just about everyone else. In times like these, everyone looks for ways to conserve, change spending habits, and save. While many things need to be put on hold, it is never wise to make your vehicle and its needs one of those things.

Your vehicle is one of the items you will need most in times like these. Having a vehicle that runs efficiently and without problems and unanticipated repairs is paramount in times like these. It is your vehicle that gets you to work and makes everything else possible.”

Putting Your Fears Aside

Part 2

The “I Know You Did Not Expect This” Close

“I know you did not expect news like this today, but it is imperative that, as we go over these items, you understand that it is not my job to upset you, but it is my job to make sure that you fully understand your vehicle’s needs and the importance of those needs. Allow me to show you what I mean.”

The “How to Save Money” Close

“The best way to save money in times like these is to ensure that you are always capable of getting to the place where your money is made. The only way to guarantee that this happens is to keep your vehicle properly and fully maintained and to do any and all needed repairs, no matter how large or small, as soon as possible.”

Putting Your Fears Aside

Part 3

The “You Cannot Afford Not To” Close

“Most of us can’t afford to do many things that we took for granted in the past. However, I do know one thing that you cannot afford not to do and that is to not take care of your vehicle. Your vehicle is the backbone of your family and its security. So, as we review the needs of your vehicle today, let’s not look at these items as “just spending money for the sake of spending money,” but rather as an investment in your vehicle, you, your family, and their security.”

The “It is Okay” Close

“Mr. Customer, it’s okay. Most people walking in here today are in the same situation that you are in, including me. Things are tough, and who knows when all of this is going to end? But one thing I do know and can predict is the fact that if you do not keep your vehicle and its needs at the top of your list, it will end up there anyway. The difference will be that when your vehicle’s needs force their way to the top of the list, it will be because of expensive and untimely repairs that could have been easily prevented with considerably more affordable preventative maintenance. Let me show you what I mean.”

Sound Like A Professional Salesperson

The Professionals Vocabulary I

Replace

With

Present or Demonstrate

Own

Help them get

Factory or our recommendations

Factory trained technician

Factory designed and engineered parts

Technical expert

The Professionals Vocabulary II

Replace

With

Form, agreement or paperwork

Investment, participation, agreement, or fee

Opportunity or transaction

Area of concern

Challenge

Drop off or check in time

Approve, authorize, endorse, okay, or get your autograph



The Most Important 5 Minutes

Service Advisor Responsibilities

p. 7

Selling Fundamentals

Whether the customer buys the additions we present or not, is not going to be a sure thing. We must remember, we are not talking about pushing people, twisting their arms, or selling them things they do not need just to make a sale because that is theft and that will get you in trouble. But what we are doing here is using basic sales fundamentals.

Here are three basic sales fundamentals you should never forget and you should always work from.

Establishing Control Word Tracks

Customer: *"I am here to get my oil changed"*

How a **CLERK** responds:

"No problem Mr. Customer. If you will just sign right here, this releases the vehicle to us. I'll give your car to one of the guys and they will get started on it in a few minutes. In the meantime, you go have a seat in our waiting room. I will come and get you in about 30 or 40 minutes, get you cashed out and have you on your way."

And that is exactly what happens.

How a **Professional Salesperson** responds:

"No problem Mr. Customer. We will get that started for you soon. But before we do, I would like to talk to you about a few things I noticed WHILE WALKING AROUND YOUR VEHICLE and/or BASED ON THE MILEAGE YOU HAVE there are a few more items we need to address while you are here today."

3 Important Basic Selling Fundamentals:

1. You cannot sell "it" if _____.
2. You cannot sell "it" if you do not _____.

AND, MOST IMPORTANTLY...

3. You cannot sell it if you do not _____!!!



The Most Important 5 Minutes

Service Advisor Responsibilities

Take Control p. 7

p. 9

Solving Primary Concerns Word Tracks

The “Buying a Suit” Technique

“Mr. Customer, based on the information you have given me, I want you to rest assured that once our factory-trained technicians get the opportunity to inspect your vehicle and/or hook your vehicle up to our latest computerized diagnostic equipment, they will be able to find the problem. As a matter of fact, I don’t even want you to concern yourself with it any further until I call you later today with the results.”

Note: _____

The “Buy A Suit” for the “BIG Job”

“Mr. Customer, based on the information you have given me, I want you to rest assured that once our factory trained technicians get the opportunity to inspect your vehicle and/ or hook it up to our latest computerized diagnostic equipment, they will be able to find the problem.

That said, I want to point out that, although I am not a factory-trained technician and cannot tell you what is causing your primary concern by simply walking around your vehicle, I can tell you based on my experience of helping many customers with matters like this that what we are looking at here is not going to be an easy or quick repair. I can all but guarantee that what we are looking at will take at least all day to complete and could easily turn into an overnight stay for your vehicle or longer.

I also want you to know that you could not have taken your vehicle to a better place for this type of issue simply because no one is better at handling these types of concerns better than my factory-trained technicians. They are the best expert technicians available anywhere. So don’t trouble yourself with it any further until I call you later with the results.”



The Most Important 5 Minutes

Service Advisor Responsibilities

Take Control p. 7

Solve Primary Concerns p. 9

_____ * p. 11

Make Customers Aware of Everything

Make Customers Aware of EVERYTHING!

(High Mileage)

Response 1

Customer: *"As soon as my tax check gets here, the first thing that I am going to do is trade this in for a new vehicle."*

Professional Salesperson: *"Congratulations on getting a new vehicle. That is always exciting. But, just to clarify, the only thing you are waiting on before making that purchase is for your tax check to arrive, is that right? (wait for response) Then follow me over here. One of my best friends sells vehicles here. He told me that they always have all sorts of payment options, even deferred ones. We will get you that vehicle right now. Why wait? This is exciting, don't you think?"*

Make Customers Aware of EVERYTHING!

(High Mileage)

Response 2

Customer: *"I just found out that my boss is retiring, and that I am getting a promotion to their chair. That will happen in about 8 months, and, it when it does, I will get a significant raise. At that time, I plan on finally trading this vehicle in for a new one."*

Professional Salesperson: *"Congratulations, Mr. Customer, on both your promotion and pay raise. I am sure that both are earned and long overdue. That said, you will be driving this vehicle for another 8 months, and, that being the case, there are 5 items that caught our attention today. Three of these items need to be taken care of now to ensure your safety and your vehicle's reliability. These other 2 I'm not so sure about so we will have our factory-trained technicians take a look at them. If they say we need to do them now, we will. But, if they think that we can put any of them off since you will be trading it in, we will. Let me show you which items we will get started on."*



Make Customers Aware of Everything

Word Tracks continued...

Make Customers Aware of EVERYTHING!

(High Mileage)

Response 3

Customer: *"You know, I will probably keep this vehicle for at least another 10 years. It was the car I had when I went out on my first date with my wife. It was the car that we brought my daughter home from the hospital in after she was born, and it is the car that I hope to give to my daughter once she turns 16 and gets her license."*

Professional Salesperson: *"Mr. Customer, what a great story and great plan. Now that we know you will be keeping the vehicle indefinitely, allow me to show you what we need to do to your vehicle today in order to help you accomplish your goal of keeping the vehicle in great shape for your daughter."*



The Most Important 5 Minutes

Service Advisor Responsibilities

Take Control p. 7

Solve Primary Concerns p. 9

Make Customers Aware of Everything* p. 11

* p. 14

Inform and Update Word Tracks

Realistic Expectations Technique

“ Mr. Customer, let me explain the time table for completing the repair when diagnosing a concern like what you have just described.

About 50% of the time, we are able to get it diagnosed, repaired, and back to you by the end of the day. However, sometimes, once we get into a repair, we discover that it is going to take a little longer than expected or that we don't have a needed part in stock. This would mean that you would need to leave the vehicle overnight or pick it up and bring it back tomorrow when the part arrives. In even rarer instances, if a needed part is not in the area or it is on backorder, you would need to pick up the vehicle and bring it back in a few days so that we can finish the repair. Unfortunately, I won't know where we stand until our factory-trained technician gets your vehicle in our state-of-the-art shop and gets it hooked up to our computerized diagnostic equipment. Once he determines what the problem is, I'll call you and let you know where we stand. Fair enough?”

The “3 Options Close”

“Mr. Customer, first let me apologize if you feel you have been misled. That is not the way we do business. You see, no matter where you would take your vehicle, nobody would be able to give you a promise time for a concern like you have described to me here today without first looking the vehicle over. So again, I apologize for the misunderstanding. However, we do have 3 options and I would like to explain them to you. Our first option is that you go ahead and leave your vehicle today, let our factory-trained technicians inspect it, and/or hook it up to our state-of-the-art computerized diagnostics equipment, and see what they find. If all goes well, we will find the problem, get your approval to fix it, make the repairs, and then you can pick it up at the end of the day. Remember, there is a 50% chance this is the way it will happen.

Our second option would be, at your expense, to help you get a rental vehicle if it looks like your vehicle won't be finished by the end of the day. As a matter of fact, if you like, we could arrange that for you now so you will not even have to return tonight. But, if your vehicle repairs do get completed, you simply return the rental car and take yours.

And, of course, our third option would be for you to take your vehicle with you and schedule a time to come back when you could possibly leave it for an extended period of time. Which option do you feel is going to work best for you today?”

This works because the customer is able to choose which plan will work best for them. It works because you know early in the day which vehicles may need special attention. It also works because it allows you to address customer satisfaction concerns before they happen.



Professional Approach & Greeting

The Professional Approach & Greeting

- | | |
|----------|----------|
| 1. _____ | 5. _____ |
| 2. _____ | 6. _____ |
| 3. _____ | 7. _____ |
| 4. _____ | 8. _____ |

Smiling: This is not just a good idea or something that would be neat; this is what the customer wants and expects. It is what you are paid to do! It is a _____ that every true professional salesperson can develop.

Be Enthused: If knowing that you are going to have the _____ to close 15 customers a day doesn't get you excited, then you are in the wrong profession. By the way, no one expects you to be the stereotypical, overenthusiastic salesperson. You can show enthusiasm by having a "snap" to your step, a smile on your face, and a "get it done" type attitude.

Be Relaxed: Notes _____

Be Confident: Being Confident and Relaxed with yourself is what we are talking about here. You should take comfort in knowing that if you do not know the answer to a question asked by a customer that someone you work _____.

Offer Your 1st Name: By offering your 1st Name _____ of the initial greeting ensures that customers will _____, _____ and be more likely to ask for you in future visits.

The Military Rule: _____, _____, and _____ are always safe in nearly any setting. When given by the customer, these titles are always acceptable. i.e. pastor, father, sister, Dr., sergeant and the like.

Handshakes: Notes _____



Building Rapport

Steps to Building Rapport

“Interested is Interesting”

1. _____ (a. passive listening b. active listening)
2. _____
3. _____
4. _____ (see box below)
5. _____ “The Hat”

Two Types of Badges: A. _____ B. _____

Two Reasons People Display or Give You Badges:

A. _____ B. _____

6. The brighter you let your customer’s star shine, the brighter yours will shine.

Always avoid discussions about Sex, Religion and Politics. These three topics are death to making a sale. Regardless of whether what the customer is saying matches your beliefs exactly or is the exact opposite of your beliefs – **DO NOT TAKE THE BAIT!**

Steps to Getting A Customer Redirected

1. Let the Customer talk until they take their 1st or 2nd breath.
2. When the customer takes that breath, interrupt by stating something like:
“Mr. Customer, I thank you for sharing your knowledge with me. This is good information to have with the election coming up, but I know you did not visit today to discuss the election; you came in so that we can address your vehicle’s concerns, (KEY – Do not pause, keep talking, turn and take 3 steps turning back around on the 3rd step motioning for the customer to follow) so if you follow me over here, I will start to collect the information I need to get your vehicle checked into our shop.”
3. Start asking your diagnostic questions and collecting data about and from the vehicle.

NOTE: This is one of the very few times it is ever okay to interrupt a customer when they are talking, and it is the only time it is okay to turn your back on them.



Building Rapport continued...

The Three Things That Kill Rapport

1. _____
2. _____
3. _____

In regards to number 3, the key here is to remain in control. No matter how upset, frustrated, or mad the customer seems, to totally satisfy this type of situation you must _____. Should the customer gain control of the situation, your ultimate goal and chances for success with this customer are greatly diminished, if not impossible.

Steps to Maintaining Control of a Frustrated Customer

1. Ensure that the customer knows that you truly care and understand their concern. (a key indicator – “I know you didn’t build this, but....)
2. Re-ask all diagnostic questions.
3. Test drive with the customer and technician.
4. Set Realistic Expectations.
5. Personally test drive the vehicle **after** the tech okay’s it for release but before you contact your customer.
6. Explain to the customer that delivery will take up to 20 minutes longer so that both you and the customer can test drive the vehicle a final time ensuring that you did your best to meet their needs.

Asking Diagnostic Questions

Asking Diagnostic Questions

“Asking diagnostic questions allows me to save time by helping the technician ‘zero in’ on what the customer’s concerns may be. It makes me look more knowledgeable and professional while, at the same time, helping me build trust and confidence with my customers. Asking diagnostic questions helps me eliminate objections that take time, are hard to later overcome, and which may sometimes may not even be overcome at all. By asking diagnostic questions, it will increase my overall productivity, customer satisfaction scores, and customer retention level”.

Ten Diagnostic Questions

1. “Since you brought the vehicle in, I am _____ that you are the _____ driver, right?”
2. “Is the _____ driver here?”
NOTE: Only ask this if the customer answers “No” to question #1. Also, if the primary driver is not present, it needs to be made clear to the person dropping off the vehicle that no work can be started without contact from the primary Driver / Owner.
3. “I am assuming that I will be contacting you throughout the day to give you _____ and get _____ on any needed service or repairs, right?”
4. “Mr. Customer, you said you were bringing your vehicle in today because you needed an oil change and _____ ?”

NOTE: Even though the customer has already told me what their primary concern is, by not repeating it back to them, but instead, forcing them to repeat it, it will get the customer talking and going into greater detail about that concern and possibly others they may have forgotten. If you simply repeat back the primary concern, the customer tends to just agree that, that was indeed what they said with no further explanation.

Asking Diagnostic Questions continued...

Ten Diagnostic Questions Continued...

5. "Mr. Customer, _____ it been since you first noticed this problem?"

Possible Responses and What they May Mean:

Customer: "It just started a few minutes ago, and I saw your store and thought I should get in here quick." (This response is a strong indicator that the customer has very little knowledge of their vehicle and how it works. This would be a time to use phrases like "As you may not know..." or "What we have found..." or "You are going to want us to..." and the like during your presentation.)

Customer: "It actually started a month or so ago. I knew it wasn't any big deal, so I just waited until I had time to stop in to get it taken care of and today is that day." (This response most likely means that either the customer knows a lot about vehicles and how they work or that they think they know a lot about how vehicles work. Either way, this would be a time to use phrases like "As you know..." or "Like you have seen before..." or "I'm sure you know..." and the like during your presentation.)

NOTE: Either type of customer is likely to say "yes" today and is likely to say "yes" to everything if handled according to their knowledge.

Ten Diagnostic Questions Continued...

6. "Do you notice it happening at any particular _____? For instance, does it happen in the morning on the way to work, on the way home from work, only at night, etc?"
7. "Do you notice it being affected by _____? When it is hot, cold, windy, rainy, dry or ...?"
8. "Do you notice it happening under specific _____? Like on highways, side streets, city streets, country roads? High speeds or low speeds?" (Always ask the customers to define high or low speed since those terms are based on individual standards.) "When turning, driving straight or...? Does it happen when you are at a stop? Etc."

Asking Diagnostic Questions continued...

Ten Diagnostic Questions Continued...

9. *"Mr. Customer, based on the information you have given me, it seems the vehicle is doing this when it is cold, at lower speeds, and that it has been doing this now for a few weeks and seems to be only getting worse. Do you have any _____, _____, or _____ you would _____?"*

NOTE: The secret to making Question #9 work is that you must "beat around the bush" and take your time asking the question. The more time you give the Customer to think about what you are asking, the better and more telling the answer will be.

10. *"Why do you think that is?"*

NOTE: With Question #10, the more direct and quicker you ask the question, the better the answer will be. With Question #10, you are simply trying to uncover why the customer is thinking what he/she is thinking. What is his/her knowledge based on?

Possible Responses to Diagnostic Question #10 and What They Might Mean:

Customer: *"My neighbor, father, brother, sister, aunt, uncle, boyfriend, girlfriend said that is what it is."* (What the customer has done here is introduced an outside "expert." Outside experts kill sales. The secret here is to eliminate the outside expert in a way that is non-threatening or non-insulting to your customer or their expert. The best way to accomplish this is by saying...

Professional Salesperson: *"Mr. Customer, your "whoever" could be right ! But, before assuming that, let me ask you a few questions. Is your "whoever" a technician by trade or is working on cars something they do on the side? Even though they do this on the side, again, they may be right. But let me point something out that I feel is important for you to know. We at the Dealership have what we refer to as an "unfair advantage." If you look over at our technicians' work areas, you will see huge red or black tool boxes. What that represents is an average of at least \$50,000 that the technician has invested of their own money to ensure they have the exact tools they need to work on vehicles in this condition. In addition, if I were to take you through that door over there, you would see the inside of the Dealership's special tool room. That room represents about half a million dollars in special tools and equipment the Dealership has invested in, again to ensure that our factory-trained technicians have all the tools they need to solve problems like those that you are having with your vehicle. We call this our unfair advantage, because, when you couple those facts with the daily updates and reports our staff receives from the factory, we are able, in many instances, to see things that your "whoever" can't, simply because they do not have these same tools and information. My point in sharing this with you is so that if I were to contact you later today and tell that what we found to be the problem was something entirely different, it would be based on our unfair advantage, you know what I mean?"* (If the customer says they understand, and almost all will, then you have eliminated the outside expert and you can now move ahead with no external interference. On the other hand, if the customer gets defensive and defends their expert by saying, *"My expert may not have all of those extra tools and stuff but he's no dummy. They said it was "X" and would only take "X" amount of time and cost only "X." If it is going to be any different than that then tell me now."* (Your response should be to "tell them now". In other words, make sure they understand the downside to doing only what their "expert" says to do versus what your techs recommend.)

Asking Diagnostic Questions continued...

Past Experience Close

Customer: *"That is what my last car did."*

Professional Salesperson: *"What type of vehicle was that car?"* (Regardless of the type of vehicle they had before, chances are that it was at least a few years older than their current model. With that in mind, the type of vehicle the customer had is irrelevant as your response will be essentially the same, even if it was an older model of what they are currently driving.)

"Mr. Customer, you may be right. But, I would like to point something out. Even though your last vehicle may have had the same type of concern, the cause of that concern could be different. When you factor in the new technologies, the difference in years, the advancements, and the difference in manufacturers (if true), I would not be surprised to learn it was something completely different. So, if I call you later today and tell you it is something completely different, it would be based on your old vehicle and your new one being different, you know what I mean?" (If the customer agrees, move forward, you have killed their bad information. If they disagree and say something like...

Customer: *"I know these cars are different, but if it is going to be more than (whatever) and take longer than (???), you need to let me know right now."*

(Now, simply explain why their expectations are right or wrong)

"That is What the Last Shop Said"

Customer: *"That is what the last shop said."*

Professional Salesperson: *"Mr. Customer, when you say 'last shop,' do you mind if I ask what shop that was?"*

Customer: *"It was XYZ Automotive, why?"*

Professional Salesperson: *"They are one of our fiercest competitors. Is there any reason that you did not let them do the work when you had it there?"* (The standard answers are going to be price, time, lack of integrity, etc.. These factors can, in turn, be an issue for you too, so the best way to eliminate not only this possible concern, but any others as well, is to verbally "walk them through the repair day." Here is how...)

Professional Salesperson: *"Mr. Customer, since it has been a while since your last visit here, let me explain how we do things here at the Dealership and how things are likely to progress here today for both you and your vehicle. First, once I finish getting all the information about your vehicle, I will then know which department is the best one to inspect and diagnose your concern. Once that is decided, I will then look at that department's schedule for the day to determine approximately when your vehicle will go into our state of the art facility. Once that is determined, I will then..."* (Continue on with this all the way through the delivery process. As cumbersome as this may sound, this will bring out and up any possible item the customer can call you out on later in the day. It takes any "gray" out of the picture and makes crystal clear how things will progress. While some question this method, I find it easier to have everything out and in the open prior to putting a vehicle in the shop, eliminating any chance for disappointment or misunderstanding later in the day. It has worked for many years in securing higher sales, retention, and especially customer satisfaction survey scores.)



I'm Running Late for Work

The "I'm Running Late for Work"

Technique

Step 1:

This is not bad a customer. It is _____.

"Mr. Customer, I understand, and I only need your signature right here. This releases the vehicle to us and allows for us to work on it. However, I won't be able to get it into the shop until you get the time to answer a few questions for me. Until I know exactly what the vehicle is doing, our dispatching department won't know which one of our specialized technicians should be assigned to diagnose and repair it. So, once you get to where you are going and you have about seven minutes, please call me at this telephone number. I'll get answers to these questions, and then we will get your vehicle dispatched, diagnosed and repaired."

The "I'm Running Late for Work"

Technique continued...

Step 2:

Reiterate what you just told the customer **IF** they question or object.

Step 3:

Ask all of the questions and execute all of the processes necessary to get the customer's vehicle checked in and ensure success. It is okay to start out quick, but, at the end of the day, the customer **WILL** hold you accountable for the outcome, so take all the time necessary to do the check-in process right. You did not make the customer late; they made themselves late.



I'm Running Late for Work continued...

The “I’m Running Late for Work”

Technique continued...

Step 4:

On your final “Call Back” to let the customer know their vehicle is ready, ask them to stop by your desk 1st so that you can share some information with them. When they arrive to pick up their vehicle – apologize by saying...

Professional Salesperson: *“Mr. Customer, thank you for stopping by my desk. I asked you to do this so that I can apologize to you for the way I treated you this morning. When you arrived, you told me you were running late for work, and I made you even more late by asking you to answer a bunch of questions and approving paperwork. That is not usually how I handle my customers, and I have felt bad about it all day; so again, I wanted to apologize.” (DO NOT PAUSE) “That said, I wanted to point out something. By you giving me the extra 5 minutes I needed this morning, I was able to ask the questions, get the proper paperwork, get your vehicle in the shop and repaired, all by 4:00. I can guarantee that, had you not given me the extra 5 minutes this morning, and had I gotten the information I needed any later, I would not have been able to get this accomplished today and instead, I would be giving your vehicle back to you tomorrow at this time. So, in the end, I guess it worked out for everyone. I guess in the future, to always get similar results, the key is to always plan on it taking 15 minutes to get fully checked in, just in case we need it. By planning on that, we will be setting ourselves up for an experience like we had today – fair enough? Great! Follow me over here, and I will get your paperwork, payment and keys and have you on your way shortly.”*

The “I’m Running Late for Work”

Technique continued...

Step 5:

After delivering Step 4, turn, walk 4 steps, turn back around, look the customer in the eye and ask... *“Mr. Customer, we are going to be alright – right?”* When they agree, you now have a retrained customer and they will no longer be “Running Late for Work” in the future. You did what you needed, explained how and why you did what you needed, and, by doing so, got the end result the customer wanted and would want in the future – if they followed the process.

By using this technique, you are telling the customer that they have some responsibility in aiding you with this repair. If they don't have time, it's okay, but nothing is going to happen until they do have time. If this is delivered right, it won't sound mean spirited or harsh, but rather like you have their best interest at heart. I have used this technique many times and have always received the needed information without any animosity. Sometimes busy people just need to be reminded to slow down a little. That is all you are saying.



The Four Point Walk Around

The Reasons Advisors Don't and Why None of These Reasons Hold Water

MYTH: _____ **FACT:** It takes no longer to check-in a customer using the PRO TALK process than if you do not.

MYTH: _____ **FACT:** An advisor says that it is proof that they have never been trained to be a professional salesperson since every trained salesperson knows that any customer will do whatever they tell them to do, if the professional salesperson is in control of the situation.

MYTH: _____ They are poor, financially challenged, and just plain broke – it is a bad economy. **FACT:** The more financially challenged a customer is, the more likely they are to spend money on their vehicle. Without a vehicle, everything stops.

MYTH: _____ I do not want to, and there are no repercussions if I don't anyway. **FACT:** Unless your title is Manager or Owner, you do not have the right to create or dictate policy. Besides, if it has been proven, and it has, that Walking Around a Customer's vehicle substantially increases Retention, Survey Scores, Sales and your Income, making your job easier and more profitable in the process, why wouldn't you want to do it? If you are going to be at the dealership all day, why wouldn't you maximize your earning potential?

The Reasons to Love Walking Around a Customer's Vehicle

1. You _____ the customer's vehicle. Just like the customer has a personality, so does their vehicle. If you pay attention to the vehicle, you will be able to predict future needs for the customer giving them more time to plan.
_____ a customer is, the more _____ you will have with them.
2. You _____ that you did not damage.
Fallacy: _____
3. _____. By walking around a customer's vehicle, I find more work. If I point it out and professionally present it to the customer, most of them will not only agree to repair all that I find, but most will PAY ME to get it repaired for them. That is a pretty sweet "Gig" if you think about it.
4. Not because the customers like it, not because the customers love it, but simply because customers _____!

NOTE: The only danger in performing a Walk Around is: _____



Walk Around Lead-In

Walk Around Lead-In

(Said after the _____ Technique)

"To get your 'check-in' completed, what I need to do now is to collect some numbers off of your vehicle. To do that, it is going to require that I walk around your vehicle to get them. I would like for you to follow me as I do this so that we can do a quick visual inspection. That way, if were to see anything out of the ordinary, we could discuss it and make a decision on it now. The benefits to us doing this now is that, should we find something, and I do not think we will, I won't have to bug you throughout the day with a bunch of unnecessary phone calls, or worse, not be able to get a hold of you and have to have you return later this week to complete things we can do while you are here. Now, rest assured, that once our factory-trained technicians get your vehicle into our state-of-the-art shop they will do a much more detailed, free, 32-point inspection, but, for right now, let's get started and collect those numbers."

NOTE: _____

The Four Point Walk Around

(How to do it)

1. _____
2. _____
3. _____
4. _____

Every car every time!® Every car, every time? Every car, every time!®



The Walk Around Exit Word Track

“The Walk Around Exit” Word Track

“Mr. Customer, before I walk you into our world-class waiting room, I want you to take a look around. I want you to see those tires over there. That means that we are in the tire business. I can put any tire on, not only this vehicle, but any vehicle you have, regardless of manufacturer, any time you want. In addition, our tires are very competitively priced as well. Also, let’s look further around the room. I want you to see all the products and services we offer. I can tint your windows, detail your car, install a new stereo, replace your floor mats, help you with extended warranties, take dents out of your car, put chrome rims on it, install Bluetooth technology, get you racing paraphernalia, get you a new battery when you need one, replace windshield wipers, fix chipped glass, fix chipped paint, clean your headlights and just about anything else you might imagine. In short, anytime, from this point forward, you need anything for this, or any, vehicle you own, you should consider me your go-to guy. Not only is everything we offer either Factory or Technician approved, but it is backed by a warranty and installed by a factory-trained technician who works on vehicles like yours everyday that drive on the same streets in the same conditions that you do. They are the best, and we are the best, and my only goal is to continue to earn your business for as long as you drive cars. If you will follow me over here now, I would like to show you around our world-class waiting room. We have free TV, internet, and free coffee. I think today they have some French Vanilla brewed, let me get you a cup.”

The MOST Important 1st Walk Around

FACTS:

1. It gives you, the Advisor, the opportunity to explain how the _____.
2. It gives you, the Advisor, the opportunity to explain the _____ and maintenance plans.
3. It gives you the opportunity to fully explain _____.
4. It gives you the opportunity to explain _____.
5. It gives you the opportunity to _____ your customer and build rapport.
6. It gives you the opportunity to show your customer just what it means to have maintenance and repairs done at a certified dealer, by factory trained technicians that have the latest in tools and technology, and who use only factory designed and engineered parts that are backed by a factory warranty.
In short, _____!

While many Advisors run from first time customers seeing them as only a waste of time, where there is no money to be made today and as a “killer” of numbers, the Professional Salesperson sees this as an opportunity to earn a new customer. The Professional Salesperson understands that *to withdraw money from any bank, you must deposit money first*. Invest time in your customers when there is nothing to be gained and your return will be tenfold.



The Invitation Technique

The Invitation Technique Rules

1. Should be used regardless of _____ of the vehicle.
2. Should be used with _____ regardless of how long the customer has done business with you.
3. Should be used regardless of how long you have been _____.
4. Each question is absolutely necessary or the technique _____.

NOTE: This is said after you ask Question #1 but before you ask Question #2, ONLY if the customer states that they have been to another service center since they visited you last.

"Mr. Customer, since you have been to another service center since you were last in here, I need to ask you a few questions so that I do not recommend services for your vehicle based on mileage that you may have already had done. This will save you both time and money. With that said...

The Invitation Technique

1. *"Mr. Customer, have you been anywhere for service since you were here last?"*
2. *"I noticed that you have ____ miles on your vehicle, and I was wondering when the last time was that you had any preventative maintenance performed?"*
3. *"What did you have done to your vehicle when you took it in?"*
4. *"Where did you take it for that service?"*
5. *"If you could tell me what they charged you for that service, it will tell me how much detail they went into when performing it."*
6. *"It sounds like you take care of your vehicle, and that is great for you and the vehicle, but is there any reason WHY you did not do ALL of the recommended services when you took it to (wherever)?"*



The Six Step Presentation

The Six Step Presentation

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

NOTES:

The Next Visit Technique

The Next Visit Technique

“One more thing before you go Mr. Customer. What I would like for you to do is take this preventative maintenance service menu with you. You will notice that I circled the column that says (whatever) miles. The reason that I did that is because I want you to know when you will be due to come back in, what we will be doing when you come back in, and what the fee will be for that particular service. That preventative maintenance service is one that takes a few hours to complete, so I recommend you plan on leaving the vehicle with us for the day. Also, I would like for you to call us about a week or two before you are due to come in so that we can make a reservation for you and ensure that your vehicle gets in when it works best for you. In addition, I would appreciate it if you would ask for me when you call in because I would like to be the person to help you with your vehicle’s preventative maintenance service for as long as you own it. I have learned that by doing what is recommended when it’s recommended, your vehicle will provide many years of good service for you. Rest assured that you can count on me to keep you informed. Can I count on you to call me? Great!”

If you tell the customer what needs to be done, when it needs to be done, how long it will take to get it done, and what the cost will be, it will give them plenty of time to plan and prepare, get them to come back, and allow you to perform the service. All you have to do is invite them back. It really is that simple.

CAUTION: Do not get caught in the trap of informing customers only when the next service is a big one. You need to do this on every service because although every service may not be a big one, every service is an important one as it pertains to the overall long-term performance of the customer’s vehicle and in helping them plan their service day.

Also, do not fall into the trap of trying to talk about the next visit on your callbacks or at the end of the day when the customer returns to pick up their vehicle. By waiting to do it later, you run a big risk of not getting to present it to every one of your customers. How many customers a day can you not get in touch with and instead have to leave a message. How many customers a day return to pick up their vehicle and don’t get to talk with you because you are unavailable?

The Next Visit Technique continued...

The Next Visit Reservation

"You know, Mr. Customer, I've noticed that you're putting about 1,000 miles a month on your vehicle, and, that being the case, you're going to need to come back here in about 90 to 100 days. So, today being July 5th, you would be coming back in on October 5th, and the closest I have to October 5th is going to be October 10th so I'm going to write down here that you'll be back October 10th for your 15,000 mile service. I've also put you down for 9:00 am because 9:00 seems to work well for you. Great, now here's what's going to happen from this point. About 2 weeks prior to that reservation coming up, you're going to receive a note card from the dealership reminding you of that reservation. Two days prior to the reservation, you'll get a phone call from the dealership, again reminding you of this reservation. If it works, we'll see you then, if it doesn't, anytime between now and then, just call and let us know and we'll move the appointment up or back, whatever's best for you."

Closing Sales

Closing Myths

Myth: Customers do not like to be closed

Fact: If you don't close them, _____ will. You are either a _____ or _____.

Myth: Customers like to make their own decisions

Fact: He who asks the most, sells the most and therefore, makes the most _____!

Becoming a Master Closer

The Characteristics of a Closer

1. A closer knows no _____
2. A closer is someone who enjoys _____
3. A closer doesn't tell others how good they are; _____
4. A closer is a _____
5. A closer has more _____ and _____ than the customer has objections
6. A closer _____
7. A closer takes care of future needs and gives _____
8. A closer is in business for _____
9. A closer knows the good and bad points of their product and projects their product in the _____
10. A closer can make _____ – even the dullest
11. A closer knows they never stop learning and constantly _____

12. A closer is a _____

Closing Facts

1. Average Service Advisors know _____
2. Average sales over the phone are made on the ____ attempt
3. _____ of closes are missed because no one asked
4. _____ of all sales people have never read a sales book

Closes that Work on Any Service Drive

1) “The Assumptive Close”

This is one of the most basic closes of all times and one of the most effective. This is where the salesperson simply *assumes* the customer is going to buy at the end of a presentation. After all, why wouldn't they want to buy if you have presented what they asked for or what they truly need? This close offers a _____ plus closing ratio and will likely be the close you use first and the most often. It works in a lot of situations and with most personalities.

Here is how you use it; after making a presentation, the closer states something like this:

“So Mr. Customer, now that you see how we will get this taken care of and why you need it, I will go ahead and add it to the repair order.”

Start writing or typing. If they do not stop you, _____! It is that easy.

2) The “Are You Sure?” close

This is most used as a second close. It gets the all important “first no” out of the way and forces the customer to rethink their decision. Effective closing ratio: _____ on the spot.

This close is best used immediately after a customer gives their first objection after your first close. By simply looking at them and asking:

“Are You Sure?”.

It does a few things. It makes the customer think about the _____ of their decision. It makes them realize that _____ with your suggestion. And, it makes them realize “_____” is not really a very smart answer.

Closes that Work on any Service Drive continued...

3) The "Alternate Choice" Close

Although this close can be used in countless situations, it is best used when presenting tires, batteries, or any other product where more than one option is available. This close will gain an _____ or above closing ratio.

The secret to making this work best for you is to always make sure your alternate choice is between buying and buying, not buying or buying. For example:

"So now that I have presented you with all of your options, Mr. Customer, which option do you feel is best for you, the gold package or our platinum premium package?"

See, either way they answer, you have just made a sale, and you, by giving these two options suggest to the customer that "No" is not an option and that this service or product is a must. It is not a matter of _____ they are going to buy, but rather, _____ they are going to buy. Strong!

4) "Let Me Show You How to Protect Your Investment" Close

The best time to use this close is when you are presenting preventative maintenance and other menu items. The customer type that this works very well with is the customer that keeps their vehicle in meticulous shape, always clean, and always in order inside and out. This will offer a _____ closing ratio.

You always start this close out by stating: *"Mr. Customer, let me show you how to protect your investment"*. It is important that you do this because this is what will capture this personality's attention immediately.

"Mr. Customer, let me show you how to protect your investment. The engineers that designed this vehicle along with our factory-trained technicians that work on vehicles like yours everyday have found that rotating your tires on a regular basis will prolong the life of your tires so that you are not buying new ones prematurely, saving you time and money. It will also allow our factory-trained technicians the opportunity, on a regular basis, to inspect your brakes, struts, shocks, and other items around the wheel making sure you and your family are safe and secure. And again, it helps you to protect this most important investment allowing you to gain more at your next trade in time."

Honest, direct and effective!



The “You May Not Want To” Close

This close is best used when a customer is argumentative or questions your integrity. This close should deliver a _____ closing ratio.

In this instance, let's say that I've presented a service to a customer, and, after doing so, they responded this way: *“You've got to be kidding me! I've driven cars for over thirty years, and I've never had anybody ask me to do something like this on any car I've ever driven. I didn't need it then, and I certainly don't need it now.”* Now, that sounds pretty argumentative. Not only that, but this guy has just questioned my integrity. So instead of arguing with him, which gets a _____ closing ratio, I use the “**You May Not Want To**” close. And here's how that sounds:

“Mr. Customer, then you may not want to. No really. You may not want to.” Now, time out just for a second. You noticed that I said that two times. It is important that you say that two times, and here's why. First of all, if the customer has just made that comment that he has to me, he's expecting me to argue back. But by not doing so, and agreeing with him, I've taken away his argument, and it will surprise him. If you watch the customer while you say this twice, their head will slightly jerk and their eyes will slightly pop. So by saying this two times, what you are doing is reiterating to the customer, *“Yes, that's right, I said you may not want to.”*

5) The “You May Not Want To” Close

“Mr. Customer, then you may not want to. Really! You may not want to. But, I think I would be doing you a big disservice if I didn't explain to you what this decision means. Frankly, I have people that come in here every day with cars just like yours that need the exact same thing I just recommended to you. They too have driven cars for many years, and no one has ever asked them to do these services. And they too believe that they do not have to have them done. So they don't. By not doing these services, these parts that we're trying to keep maintained continue to wear until they completely wear out causing a major breakdown which is always accompanied by a major repair bill. On the other hand, we have customers that come in just like you needing these types of services, and they understand that as cars evolve and new technologies are introduced, the way you maintain cars changes as well, so they do the services, and they don't have the breakdowns, and they don't have the major repair bills. But, Mr. Customer, this is your decision, and if you feel like you do not want to do this today, then I will write you up for what you came in for and write down that we talked about these other services and you declined them. So if you'll just initial right here stating that we talked about these services and you declined them, and then sign right here releasing the vehicle to us, we'll get your vehicle in the shop, get your oil changed, and have you out of here in 40 – 45 minutes. It's no big deal.”

Now wait a minute, Jeff. You were telling me in a previous chapter that I need to learn how to close sales stronger and handle objections better and be more persistent, yet you let the guy off the hook. What's up with that? Well, here's the thing. If I start trying to close this customer again, I now have reverted back to what he will see as an argument. And if I start arguing with him again, as we discussed earlier, this would leave me with a 0% closing ratio. So, obviously, what I'm counting on here is that two of ten customers will stop me and say, *“Wait a minute! What's the difference between this car and the cars I've driven in the past that would cause me to need this service today?”* Two out of ten will almost always change their mind.

The “Let’s Take Another Look” Close

This close is one of the most powerful closes that I will show you, delivering a _____ closing ratio. I use this close when I’m dealing with somebody that is wishy-washy or indecisive. Taking a look at that personality, when somebody is wishy-washy or indecisive, what they are telling you is that they do not like to or do not know how to make decisions. And what they really want you to do is make the decision for them. Me, being a full-service salesperson, if a customer wants me to make the decision for them, I will. So, let’s look at the scenario. Let’s say that I’ve presented a coolant flush to a customer and he responded to that presentation this way:

“Jeff, it’s not that I don’t want to do the coolant flush. You know me. I do almost every service you recommend almost every time you recommend it. But, the problem is, since I was here last, things have been a little tough, and I really need to save my money. Really, the only reason I stopped by today is because I’ve got this nail in my tire, and I was hoping you could salvage the tire. But you know what, I know that if I don’t maintain the car, it will fail me and could keep me from getting back and forth to work, which would mean I would only fall further behind. So, maybe I should get it done. But I did promise my daughter that I would take her out for dinner this Saturday since it’s her birthday, and if I did that, I wouldn’t have the money for this, so maybe I should just stick to my guns and not get it done. But, then again, if I don’t get it done and the car breaks down, I wouldn’t be able to take her out to dinner anyway.”

Okay, you need to slow this customer down. I don’t mean to be rude here, because I respect my customers. But if you don’t take control of this situation real quick, they are going to talk themselves into “no.” And once this personality says “no,” they mean “no.” The secret: this is one of the very few times where it is okay to interrupt your customer and say something like this:

6) The “Let’s Take Another Look” Close

“Hold on, Mr. Customer, you have me rethinking my position, because I certainly wouldn’t want you to get a service today if there was any way that we can put it off until next time. Especially based on what you just told me. But, before we make that decision either way, let’s take another look.”

What makes this close work are two things. First, you have to get the customer back to the product that you’re trying to sell them. Second, you need to eliminate any and all objections that you know are coming. Here’s how you do that:

“Mr. Customer, I can see how you might feel that you don’t need this coolant flush today. I’m assuming there have been no drops on the driveway, no steam under the engine, no funny smells, no flashing lights on the dash, no lack of ride, power, or comfort. I didn’t think so. But if you’ll remember the very first time you came in, we popped your hood and looked at this coolant. And you’ll remember that, when we did that, this coolant was that bright fluorescent clear green color. At that time, I told you that, as this coolant did its job, it would slowly pull contaminants out of the system, and, as it did so, it would slowly turn colors, first lighter browns, and then darker browns. That’s the coolant’s way of saying I’ve done my job so get me out of here, because, if you don’t, I’m going to put drops on the driveway, cause steam under the engine, and cause a lack of power, ride, and performance, among other things. Mr. Customer, since that’s what your coolant is saying, I have to tell you, I would listen, because if this was my spouse’s car or my car, I’d get that coolant out of there and flush the system. So Mr. Customer, let’s do just that. I’ll get the old coolant out of there, flush out your system, and, by doing so, your car will be properly maintained, and you’ll be able to get back and forth to work, accomplishing your goal which is to get caught up on what you’re behind in. Alright?”



The “Let’s Take Another Look” Close continued...

They won’t stop you. And again, the reason they won’t stop you, is because they don’t want to or they are not comfortable making decisions. So, by you taking control and making that decision, the customer will not only buy what you are presenting but will do that with confidence and a smile. They won’t stop you.

As a side note, this close will not only work when you are trying to sell something physical, but will also work when you are selling from a menu. The difference is, instead of walking the customer back over to the physical part of the car, you would say this instead:

7) “You May Not Want To” Close (For Menus)

“Mr. Customer, I can see how you might question what we have on our preventative maintenance menu because, quite frankly, this menu not only includes factory recommendations but also includes recommendations from our factory-trained technicians who work on vehicles like yours every day that drive in the same conditions as you do every day. So let’s go get your owner’s manual and see what it says because it was written by the engineers and designers who originally engineered and designed your car.”

Note:

Once you get the owner’s manual in hand, as you know, most of these owner’s manuals have a regular maintenance schedule for normal driving and a second one for severe driving. Between those two menus, your service menu should say just about the same thing. If there are extra things on yours, the way you justify those is to explain that, again, they’re based on what your technicians believe the vehicles need that drive in your area. Either way you use this close, whether it’s to sell a physical product that you can see or from selling from a menu, it’s a strong close that delivers.

The “Based on What Our Customers Tell Us” Close

This close offers a ____ closing ratio and is best used when you have a customer who believes that, no matter what you say, you are never right. If I am never right, then I will not try and explain anything to them, but, instead, I will let my customers do the talking for me. Here is how it sounds....

8) The “Based on What Our Customers Tell Us” Close

“Mr. Customer, I was excited when I heard that you were coming in today, especially at the mileage you currently have on your vehicle. You see, over the past several months, I have had several customers come in with vehicles just like yours with about that same mileage. They discovered that by having us perform a tire rotation on their vehicle in addition to their oil change, they have been able to prolong the life of their tires so they do not have to replace them prematurely, they are ensuring that they have a better handling car, a better riding car and one that is safer for them and their families. On the other hand, those customers that have come in and not gotten the tire rotation are finding that their tires are wearing out much faster and that their vehicle’s performance and safety suffers as well. Based on what our customers are telling us, how would you like for me to proceed?”

This works because it is no longer you telling them what they need, it is your other customers who are telling them, and, since those customers are not there, they cannot argue with them, and it forces this customer to say they are just as smart as your other customers who agreed to the service. This is one of the few closes that will work with this personality and will get at least 50% of them to buy what you present. As far as the other 50%, I think they are largely unhappy people, and nothing you can do will persuade them to do anything.

The “Empathy Close”

The “Empathy Close”

This close is a time-tested close that has a long and proven track record. It is sometimes called the “3 F’s Close” or the “Feel, Felt, Found Close”, but, today, it is commonly referred to as the “Empathy Close” since what you are doing is showing empathy. Whatever it’s called, it is very versatile and can be used in a wide array of situations. This close will deliver a 70 to 80% closing ratio depending on how and when it is used.

In the scenario I will use here, let’s say that a very good customer of mine has come in because they have a nail in their tire and they are hoping that it can be repaired. As I am getting the vehicle checked in, I notice that the customer needs a few other important services. After presenting these to the customer they respond by saying, *“Jeff, I know I need to get these done, and you know me, I typically do whatever the vehicle needs because I clearly understand the importance of maintaining and repairing my car. But, what you don’t know is that I have had some financial setbacks, and I’m afraid my car is not at the top of my list. Really, the only reason I came in is the nail in the tire. I’m really hoping we can save it.”*

I would believe him. I mean if he has been one of my best customers that has bought everything in the past, I would believe him. I do not think that he is going to start lying all of the sudden out of nowhere just because he doesn’t want to buy services and repairs anymore. So, I would believe him. BUT.... This does not mean that I would not try to make sure he understands what the ramifications will be by not doing what is being offered. So, I would use the Empathy Close.

The “Empathy Close”

9) The “Empathy Close”

“Mr. Customer, I understand how you feel. Others have felt the same way, but let me tell you what we have found. As a matter of fact, Mr. Customer, I found myself in the same position you are in right now, knowing that I needed services for my vehicle, but things were financially a little tight. It’s a bit of a dilemma. Do you forgo the services, hang on to your money, and hope the car holds out? Or do you tighten your belt a little bit more, do the services and repairs your vehicle needs so that you know that, no matter what, you’ll have the dependability of your vehicle, which will ensure that you can do the most important thing of getting back and forth to work so that you can right the ship? For me, I’ve always sided with keeping the car up. Because, working here, I see too many times what happens when you don’t. You know what I mean?”

Over _____ of the time, the customer will change their mind and go with whatever your recommendations are. Sometimes, by just letting the customer know that you have been in their shoes but still did what was right is all it takes.

Before I move on to the next close, I would like to point out what the difference is between Empathy and Sympathy. There is a huge difference.

When you empathize with someone, it means that you understand how they feel because you may have experienced the same plight before. You feel for them, but you do not necessarily agree with them.

But, when you sympathize with someone, you are saying that you agree that their situation is rough and you buy into what they are saying or using as an excuse. Siding with the customer is the easy way out, but it can be dangerous, because, by doing this, you train the customer to believe that, with the right excuse, you will give up and stop making recommendations.

The “In the Long Run” Close

If you have been on a service drive for more than 15 minutes, I’m going to assume you have used this close about 100 times. This is one of the most popularly used closes by Service Advisors of all walks. Most Service Advisors like it simply because it is very effective.

With this close, you are comparing the long term benefits of doing what you have presented now versus the “long run”. This approach and close will garner a ____ plus closing ratio and is best used when someone says that they want to get the service but want to wait.

In this scenario, let us assume that I have presented a much needed brake service and the customer has stated, *“I think I’ll wait on that”*.

10) The “In the Long Run” Close

“Mr. Customer if you wish to wait on this service, you can, simply because it is your vehicle and your decision. But, let me point something out. Based on the number of miles you typically put on your vehicle in a month and your driving habits, by waiting, over the next 45 days, you will continue to wear your brakes until they completely wear out. When that happens, you will be looking at replacing your brakes and not just servicing them. The difference is that a brake service is about \$150, while completely replacing your brakes will run about \$550 on a vehicle like this. So, by doing this service today, in the long run, you will not only have the peace of mind knowing that your brakes have been serviced and are fine, but also that you saved over \$400. That alone makes it worth reconsidering, wouldn’t you agree?”

What makes this work is that I, in a very matter of fact manner, told the customer what would happen if he didn’t do the service. I did this by using direct and clear statements. Here is what I mean. From time to time, I will listen to clerks using closes like In the Long Run and it doesn’t work at all because they use wishy-washy statements like “it could happen” or “this might happen” or “it’s probable” or “possible.” The problem with words and phrases like those is that you indicate to the customer that they may really be able to wait and give them the opportunity to respond with their own statements like *“Well, if it is possible that this could break, then it also has to be possible that it won’t, right?” “It will happen”... “You will have to”... “It will break and fail”*. Words and phrases like those add strength and urgency and get the customer to buy...today. It works because it is based on truth. If you maintain it, it continues to work, if you don’t it won’t.

The “Based on Reality, Later May be Too Late” Close

This close is highly aggressive and should be used sparingly. As a matter of fact, about the only time I personally use it is when someone has made a decision that may affect their long term safety and well being. It is aggressive because, when you look at a customer and say “***based on reality,***” what you are really saying to them is their logic is made up and absolutely ridiculous. This close will deliver a consistent _____ ratio. The 40-50% that decline your offer after being told this are doing so, I believe, because they simply and truly do not have the resources to move forward.

Before I deliver this close to you, let me clarify for you what the difference is between a scare tactic and the truth. A scare tactic is a lie that a salesperson tells a customer to get them to buy something that they really do not need. The truth, on the other hand, is the truth. Sometimes it is pretty, fun, and easy to talk about and other times it is not. But, the truth is the truth, it will always stand firmly beside you and it will never waiver.

In this situation, let’s assume that the customer came in with a brake concern. After inspecting the vehicle, your factory-trained technician tells you that the brakes are so bad that he will not even drive it out of the shop. You make the customer aware of this finding and get a resounding “no” to the suggested service. The customer returns to pick up their vehicle and you try again. Still “no”. You physically show them how bad the brakes are and still “no, no, no!” It is now time for The “Based on Reality, Later May Too Late” Close:

11) The “Based on Reality, Later May be Too Late” Close

“Mr. Customer, at this point, it makes no difference to me or anyone else in this shop where you get your brakes serviced. It’s not about that anymore. As a matter of fact, we want you to promise us that, when you leave here in a few minutes, you are going to go to one of the shops right across the street and let them put on your new brakes. If you can’t do that, then, at the very least, promise us that you will take your vehicle home, park it in your garage and not let anyone drive it until you and your friends can get new brakes put on it. Because, Mr. Customer, you are leaving here in a vehicle that has been deemed unsafe, and when I think of you and your family riding around in this car in this condition, it makes me feel very uneasy. Because, based on reality, Mr. Customer, later may too late.”

Expect the customer to accuse you of using scare tactics because almost everyone will when you speak to them in this manner. But, do not cower. Instead, hold firm and follow with this, *“That is right, Mr. Customer, I am trying to scare you. I am trying to scare you into understanding just how bad these brakes are. They are unsafe Mr. Customer. It is not a question of whether they are going to fail or not, they are going to fail. And, when they do, you are going to hit something. And what you hit and how hard you hit it will only be determined by how fast you are going and what’s in front of you at the time. Mr. Customer, you are putting yourself, your family, and others on the road in a very dangerous situation, and, like I said earlier, based on reality, later may be too late.”*

After saying this, you will know you have closed them when they look back at you a say, “*You’re serious about this aren’t you?*” They’ve bought and you should start writing or typing and say, “*Yes I am, Mr. Customer, and now that you see that, let’s get your car back in the shop and put those new brakes on.*” (Motion for the porter to get the car off the drive and back into the shop. It is important that you not hesitate at all) By handling this situation in this manner, 50 -60% will not stop you. Those who do, probably have money issues. Customers are not dumb and will almost always do what is right and what best protects their families.



The “You’ll be Glad You Did This” Close

There are two situations this close is great for. One is when someone is on the edge of making a decision based on safety. The other is when they are considering updating or increasing the vehicle’s value through accessorizing. The effective closing ratio with this close is a healthy _____.

Let’s say that you just got through presenting a set of chrome wheels to a customer, and their comment back to you is, “*I don’t know....it’s an awfully big expense.*”

12) The “You’ll be Glad You Did This” Close

“You should not look at it as an expense at all, Mr. Customer, but rather as an investment. An investment in updating the appearance of the vehicle, an investment in your peace of mind knowing you have a vehicle that has a fresher appearance, and an investment in the vehicle’s value. Mr. Customer, everyone knows that a vehicle that has more options, accessories, and appearance packages always is more desirable and therefore worth more to any potential future buyers. Take it from me Mr. Customer, based on what I have seen, you’ll be glad you did this.”

(Start writing or typing. If they do not stop you then they’ve bought!).

By the way, what makes this close work in the scenario I just presented is the fact that when a customer makes a comment like this one did, what they are telling you is that they need reassurance. Reassuring the customer that he is making the right decision and backing it with factual information is usually all it takes to get him to move forward. This close will require that you deliver it with a higher level of enthusiasm than normal.

The “It is Less Than a New Car Payment” Close

If the customer has an older vehicle and is trying to decide whether or not to keep the vehicle based on age or miles, this close is a great opening close. The effective closing ratio is _____ and above.

After presenting the customer with a list of repairs on an older or high-mileage vehicle, the customer responds with... *“That’s a lot of money. Maybe I would be better to just trade it in.”* (Although this sounds like a statement, it is really a question. Your customer is looking for an opinion. **BE CAREFUL!** I strongly encourage you to not voice an opinion, but rather just give the customer options and let them decide. If they decide, they live with the results based on their decision. If you decide for them, you, your factory-trained technicians, your shop, and your dealership will live with the results of your decision.)

13) The “It is Less Than a New Car Payment” Close

“Mr. Customer, that is ultimately your decision and your decision alone to make. If you want a new car, I can introduce you to a salesperson and they will help you get one. If you choose to keep this vehicle, you are looking at a \$1,200 repair bill. But, here’s the good news. Your factory-trained technician has told me that by you doing this repair, your vehicle will run for another 12 to 24 months with very little or no problems. Of course, we can’t guarantee that, but it is their feeling. So, when you think about it, in addition to your regular maintenance, it is going to run you somewhere between \$75 to \$125 a month effectively to drive this vehicle for the next 1 to 2 years. When you compare it, it is certainly less than the average new car payment of \$550. You know what I mean?” (If they decline, the way to flush out whether or not they are seriously considering a new car is to offer to introduce them to a car salesperson right now so they can see exactly what their new payment would be. If they decline this offer, they are going to repair their current car. By the way, the amount of the repair will have an effect on their decision, but the emotions and attachment they have to their present car will also impact the decision. But again, **THEY MAKE THE DECISION, NOT YOU!**)

The “My Dad Always Told Me” Close

This close is best used with a younger customer. With this close, you use a higher authority figure that you feel the customer respects. This higher authority can be any number of people including dad's, mom's, brother's, sister's, aunt's, uncles, boyfriends, girlfriend's etc. I personally prefer “My Dad” only because my Dad did what I say he did in this close. The closing ratio you should gain from this one is in the _____ range.

When a younger customer says something like *“I’m not sure if I should do this. I just don’t know.”* after you have presented them with a needed service, then this is the perfect time for this close.

14) The “May Dad Always Told Me” Close

“Mr. Customer, I know these decisions can be tough, especially when it is your first new car, but I have to tell you, whenever I have found myself in the same position you are in right now, I always remember what my dad told me from the very first time I got my very first car. He told me that, no matter what was going on in my life and no matter how tough things were, the maintenance of my vehicle was among the highest of priorities. He said it was a high priority because a car means freedom. When it is maintained it runs, and, by running, it ensures that I am able to do the basics in life like getting back and forth to work. This is important my father said, because, if I couldn’t do at least that, then I wouldn’t be able to provide for myself and my family, and, if I couldn’t do those most basic things, then I was a zero. He didn’t raise a zero he told me, so make certain that the car is always maintained. And you know, no matter how much I hated it when he said that, and he said it a lot, looking back over the years, I know he was right. So let’s take a great Dad’s advice and get this taken care for you so you too can continue to accomplish the basics in your life with one less thing to worry about. Okay?”

I’ve used this close many times, with great success and you will have that same success if you use it too.

The “That is the Very Reason to Do It Now” Close

One of the most common excuses a customer uses is the lack-of-time excuse. Using this close, followed by positives and negatives of doing it or not doing it now, is the best course to take when a customer cites a lack of time as a reason for not performing a repair. The effective closing ratio with this close is 70% or higher.

This close is especially effective when a customer visits for prescheduled preventative maintenance and you discover that an additional service or two is need in addition to this request.

15) The “That is the Very Reason to Do It Now” Close

“Mr. Customer, that is the very reason to do it now. You have already planned on leaving your vehicle for the day and doing all of your required preventative maintenance. By approving these other required items now, we will be able to get it all done, so that when you return to pick up your vehicle later, you’ll be caught up on ALL of your required maintenances and not just some of your required maintenances. This will give you the peace of mind of knowing everything is caught up and that you do not have to return in the near future to finish up what you didn’t do today. In short, Mr. Customer, if you don’t have the time to do it today then when will you have the time?”

This is a nice close because the customer will either give the order or set another time to come in in the near future. Either way they answer, you get the sale.

The “Why Would You Want to do That” Close

Most used during tire presentations, this close is used anytime a customer says something that makes absolutely no sense. For example, declining a set of new tires when the set they have on their vehicle is clearly worn out. This would be an excellent time to use this close. Remember, customers are trained to say no at least once and most will, even if their reason for doing so makes no sense. Effective closing ratio 80-90%.

16) The “Why Would You Want to do That” Close

You present, they decline, you simply say, “*Why would you want to do that?*” and **SHUT UP!** The secret to making this work is that you have to get the customer to justify what is obviously a dumb decision. What is great here is that, if it truly is a dumb decision that is indefensible, the customer won’t even try to defend it but instead is likely to just say something along the lines of “*Yea, I guess that would be stupid not to do this.*” You say, “*I don’t know if I would use the word stupid, but I do think you’d be smart to go ahead and do it, so I’ll go ahead add it to the repair order.*” If they don’t stop you, they have just bought. Sometimes it is just a matter of getting the customer to slow down and think about what they just said.

The “Priority” Close

The most popular, but also most misused close on service drives today is the priority close. This close forces a customer that claims they do not have enough money or claims that your prices are too high to prioritize the order and timeline of the services. The closing ratio with this close is 80-90% for all of the sale and 91-95% for part of it.

Note: This should only be used as a final close.

17) The Priority Close

If YOU Prioritize

1. You _____ your customers to object.
2. You give the customer the idea that the “_____” services really weren’t necessary.
3. You degrade your _____ in your customers’ eyes.
4. You and your shop are now _____ for covering everything that _____ said could come off the list.

If you have YOUR CUSTOMER Prioritize

1. The customer is more likely to do ____ of what is recommended.
2. The customer is _____ for everything taken off the list.
3. Since the customer _____ they do not know what to pull off the list.
4. You _____ the customer that whenever you recommend something it is always something that you believe needs to be done now – _____.
5. The customer will rarely question you in the future, but instead will more likely become more of a “_____”.

The “Now vs. Later” Close

This close is essentially the very same close as the “*In the Long Run*” close with the only difference being some slight word changes. It too will offer a 70% or higher effective closing ratio.

So, why would I put two nearly identical closes in here? Because, I wanted show you that sometimes just slight word adjustments and finesse is all it takes to get the sale. Where the “Long Run” close is used when someone says, “*I think I will wait.*” This close should be used when some says, “*I will get it done _____.*”

The difference? Once you begin to get into the psychology of selling, and you should if you are serious about this profession, you will learn that the more you can mirror the customers’ words and actions, the more they will assume that you are just like them and that you truly understand their situation. So by taking the same verbiage from the other close and changing it slightly to match the customers decision, you will find that you will have a very effective close.

18) The “Now vs. Later” Close

“Mr. Customer, if you wish to do this service LATER, you can, simply because it is your vehicle and your decision. But, let me point something out. Based on the number of miles you typically put on your vehicle in a month and your driving habits, by doing it later, over the next 90 days, you will continue to wear your brakes until they completely wear out. When that happens, you will be looking at replacing your brakes and not just servicing them. The difference is that a brake service is about \$150 while completely replacing your brakes will run about \$550 on a vehicle like this. So, by doing this service now versus later, you will not only have the peace of mind of knowing that your brakes have been serviced and are fine, but also that you saved over \$400. That alone makes it worth reconsidering, wouldn’t you agree?”

Same close, slightly different words for a slightly different customer, same results. Sometimes it’s not just _____ you say, but _____ you say it that counts.

The “*It Sounds Like Saving Money is Your Primary Concern*” Close

I use this close when I am working with someone that says they do not have any money and I know they are telling the truth. There is a tell-tale sign that will flush this truth out. It is not just when they tell you that they don't have the money, but when they continue on after doing so and tell you why they don't have the money that confirms that money is the real issue.

Customer: *“Jeff, it's not that I don't want to do the brake service today, it's that I really don't have the money. My rent was due yesterday and that was \$800. On top of that, my car payment is due tomorrow and it's \$550. I don't know what I was thinking when I bought it. And worse yet, we are only 8 days into the month and I am already 100 minutes over on my cell phone bill. It's not that I don't want to do it, I just need to save my money!”*

He's broke. Again, if they tell you they don't have the money and then tell you why...they're broke. And you know what? I would believe them, but, it does not mean that I would not try and convince them that the decision they are about to make is the wrong one.

This close is most effective when delivered in conjunction with visual written examples of the savings involved by investing in your product. This close offers a _____ closing ratio.

19. a) The “*It Sounds Like Saving Money is Your Concern*” Close

“Mr. Customer, it sounds like saving money is your primary concern here today. Right? (They always say yes because they believe you are going to let them off the hook, but instead, you follow with...) If that is truly what your goal is then let me show you how I am trying to help you accomplish this. (Write the numbers on the paper as you deliver them). Mr. Customer, you came in here today to get an oil change, but during the process of getting your vehicle checked in, we discovered that, in addition to an oil change, you need a brake service, and that service is \$150. \$150 that you said you need to save. However, based on the number of miles you typically put on your vehicle in a month, in conjunction with your driving habits, you are going to continue putting wear on these brakes, and, sometime over the next 60 – 90 days, they will completely wear out. When that happens, you will then need to completely replace your brakes. A complete brake job on a vehicle like this typically runs about \$550. So, Mr. Customer, you can see that, by you doing the brake service today, you will be saving over \$400 in the next few months and that is a lot of money. But, I have been in your shoes before, and if you don't have it, you don't have it. So I wrote these numbers down for you so that you can take them with you. When you get the money, you will have this as a reminder.”

The “*It Sounds Like Saving Money is your Primary Concern*” Close Continued...

Now, notice how I wrote this up. It is purposely sloppy and written so that the customer is staring at the word “Savings” and the dollar amount of the savings. I did this on purpose. Hand the piece of paper to the customer and shut up. If they take the piece of paper from you, immediately fold it up, and put it in their pocket, they are not only broke, but every friend and family member they have, they owe money. In fact, that is probably why they are in here now. Someone was chasing them trying to get the money they owed them and they ducked in here and are hiding. They are not buying anything. But, if they take it and stare at it, start typing or writing and do not say a word until they are just about to. This will only be about 10 seconds. Just when they are about ready to speak you, say:

19. b) The “*It Sounds Like Saving Money is Your Concern*” Close

Professional Salesperson: *“I can see how close you are looking at that, and I think you see how I am trying to help you out right?”*

Customer: *“I guess I would be pretty stupid not go ahead with this huh?”* (They just bought! Start typing and say...)

Professional Salesperson: *“I do not think I would use the word stupid, but I do you think you are smart to get this taken care of.”* (60% will not stop you)

The customers that do stop you, watch what they do with the piece of paper. That will tell you how to handle them from that point.

For instance, if the customer takes the piece of paper and puts in their pocket as they exit, call them in about an hour and tell them that you have just spoken to their factory-trained technician, and, after looking at the vehicle, they too feel that it would be smart to do the recommended service. 40% of those people will change their mind and approve the order.

If the customer never puts the piece of paper away, but instead, continues to look at it on his way out the door, they have bought! The only thing they are trying to do is remember who they have not borrowed money from so that they can go borrow it and come back and buy it. 70% of these type of people will call you within 30 minutes and give you the order.

The only thing better than those two situations is when the customer walks away, still staring at the piece of paper, and, just before they get out of your sight line, they turn and look back. DO NOT LET THAT CUSTOMER GO. THEY HAVE BOUGHT! If you talk to them at that point, over 90% of these type of customers will go ahead and approve the order now.

Guys, it is just like when you go out on a date. At the end of the date, when you take your date back home and say good night, you are hoping that she does just one thing before walking inside. You are hoping that she turns around and looks back. If she does, then you know you really have her telephone number. If she doesn't, then you have her ex-husband's telephone number. I am too embarrassed to tell you how I know that. Just take my word for it.

The “It sounds like saving money is your primary concern” close. One of my favorites!



The “Are You Going to Keep The Vehicle” Close

The effective closing ratio on this close is _____. The range here is so wide because of the many situations and personalities you can use it with. Keeping in mind that mileage is irrelevant with this close, for today’s purpose, I will give a demonstration of when I usually use this for the first time when talking to a customer.

At 30,000 miles is where I typically start to use this close and here is why. Have you ever wondered why some of your best customers decline this service, especially if they have a habit of buying most everything you have presented in the past? I think some of your best customers decline here because it is at this point in the vehicle’s life that they first start to consider trading. At 30,000 miles, they have owned the vehicle for nearly three years. The new models are out. The customer is usually in equity or a break even position, so trading is a real option, and in 6,000 miles, their warranty will be almost expired. So, when I present the 30,000 mile service and get a “no”, I almost always use this close. Here are three likely responses I receive from the customer and how I handle each.

After the presentation, I get the “no”...

20) The “Are you Going to Keep the Vehicle” Close

Professional Salesperson- *“Are you going to keep the vehicle Mr. Customer?”*

Response 1

Customer- *“Yes we are, but we are going to give the car to my oldest son who gets his drivers license soon. I don’t want to put a bunch of money into the car because we both know how hard new drivers can be on cars. You know what I mean?”*

Professional Salesperson - *“ Mr. Customer I do know what you mean. When my daughter got her license two years ago, it wasn’t a question of whether she was going to crash or not. It was question of how soon and how bad. But, you know what we are talking about, there is a difference between the cosmetics of a vehicle and the mechanics of the vehicle. You know how you and your wife liked to keep the car maintained so it wouldn’t break down; you want the same thing for your kids. Let me tell you something else I have learned about kids with cars. They never break down on Sunday afternoon when you are sitting at home with nothing to do. You know what I mean?”*

The closing ratio in this scenario is 90% and sometimes above.



The “Are You Going to Keep The Vehicle ” Close continued...

Response 2

Customer: “No, Jeff we are not. We plan on trading it in in the next few months when the new models arrive. I don’t want to spend a bunch of money and get the car ready for the next driver.”

Professional Salesperson: “Congratulations! Getting a new car is always exciting. But, let me ask you a question. I do not know when the last time was that you looked at a used vehicle, but do you know what the first thing is that a customer asks when looking at a pre-owned car? (Let them Answer) That is right. Has it been maintained? That is a question that our used car manager and appraiser know that our salesperson is going to be asked every time. So, when he gets a vehicle in like this and the services have not been done, he knows that is money he has to put into the vehicle before putting it on the lot, and he knows that will be an objection his salespeople are going to have to handle every time they show the car. That being the case, he is likely to subtract \$1,000 to \$2,000 off of the trade-in value. But, on the other hand, when he gets a vehicle in like this and the services have been done, then that is money he does not have to put into the vehicle. Those completed services are a benefit his salespeople can sell when showing the car. In those cases, he is likely to increase the value of the vehicle by \$1,000 to \$2,000. So Mr. Customer, by you giving me \$500 for this service today, you will be putting an extra \$1 -\$2,000 in your pocket at trade in time.”

Go ask your dealership appraiser if what I said is accurate, and I guarantee you they will back up each and every word.

This response should get you a 70% or higher closing ratio.

Response 3

Customer: “We are leasing it and will be turning it in soon.”

As I discussed during the Walk-around portion of this training, the time to handle this is during the customer’s first visit to the dealership. But, until you get caught up, here is the best response I have to that objection:

Professional Salesperson: “Mr. Customer, this is your vehicle and therefore your decision to make, but let me point out to you what is going to happen when you turn this vehicle in. When you originally leased your vehicle, you signed a document that said that you agreed that any and all required maintenance was solely your responsibility for as long as you drove the vehicle. That being the case, when you turn this vehicle in, do you know what the first thing the bank is going to ask for? The proof that you have done these services. Whether you did the services here, somewhere else, or simply did them yourself, as long as you can prove you have done them, then it will be no big deal. But, if you cannot prove you have done these services, then they will assume you have not done them, do them themselves, and back charge you for each missed service. And that’s not all. Banks do not have garages, so what they do is hire a driver to bring the vehicle to a place like ours, we do the services and then they tack on another 20%. So Mr. Customer, by you approving the \$500 we need to do this service today, you will be saving yourself at least \$100 dollars, because the bank is going to charge you \$600 for this same service when you return the car.”

The banks are now doing this with no regrets. I recommend that you go to the dealership business office and ask them for a lease contract so that you can show it to any customer who questions this.

Using this response in this type of situation, you can expect about a 30% closing ratio. This is a tough customer to turn around. If they are convinced that they do not have to get the services done and have not been doing them, it can be tough, but it is better than nothing.



Closes Conclusion

In closing out this section for now, let me reiterate what I said earlier about these closes. These are not the only closes that are available, but they have consistently proven to be effective on service drives across the country and will prove successful on yours as well. Just as important, they should provide you with a feel for what I mean when I say closing. You should now have a clear idea of how closing sounds and how closing techniques can be used effectively. You should also understand that the sales situation you find yourself in should directly relate to the closing technique you use and what result you can expect.

These closes are enough to get any Service Advisor started on the path to becoming a master closer. Once you master these, then I suggest you seek out more closes. Whether you get these closes from the future chapters you view in my training or whether you get them somewhere else, the goal is to master as many as you can so that you are prepared for any situation that may arise on your service drive. Get to know these and future closes to the point that you don't even have to think about what you are going to say next, but instead the words and closes just naturally flow from your mouth. When you can do that with 100 plus different closes, you can begin to consider yourself one step closer to becoming a master salesperson.

Advanced Selling Techniques

When talking about the following techniques, I want to remind you that I describe them here as advanced selling techniques, when, in most books and other formats, these techniques are more likely to be considered and presented as basic selling fundamentals. The reason I raise this issue here is largely due to the fact that, without performing the write-up as I have described it to this point, covering each step, the following techniques are utterly useless. So if you are at this step in the process and haven't mastered the previously mentioned "Basics", then it would be in your best interest to revisit the areas you have yet to master and review them, practice them, and make them your own before

Getting the Customer's Senses Involved

BOLD ACTION PHRASES TECHNIQUE

_____	_____	_____
_____	_____	_____
_____	_____	_____

Getting the Customer Emotionally Involved

Getting the customer emotionally involved can be done *by painting pictures* in your customer's mind. When you ask your customer to buy a service, all they will see is an expense. To get them emotionally involved, YOU must make them SEE the BENEFIT.

How?

By saying something like this...

"Ms. Customer, as you can see, your serpentine belt is beginning to crack and fray at the edges. This is a sign that this belt is nearing the end of its' life. From this point on, the cracks will only deepen and the frays will grow larger until the belt finally breaks. And, since this belt is the only one on your engine, and it helps so many things function, when it breaks, wherever you are is where you are going to be. I'm not saying this belt is going to break today, tomorrow, next week or even next month, but, when they begin to look like yours, you are closer to it happening than not."

Advanced Selling Techniques continued...

What is the difference between painting pictures and scare tactics? Easy. The Painting Pictures technique is based on truth and fact. Scare tactics are based on falsehoods and lies. Scare tactics are designed to scare the customer into buying your product and are generally used by weak and dishonest salespeople. Painting pictures is simply describing vividly what the concern is and describing what may happen if the concern is ignored.

Creating Ownership

“YOUR”

*“Mr. Customer, we have **YOUR** belt in stock. I can have **YOUR** technician get it from our parts department, install it on your vehicle, and still have it back to you by the end of the day, okay?”*

Advanced Selling Techniques continued...

Gaining the Customer's Opinion

The Standard Tie-Down

"This coolant is dirty, *isn't it?*"

Other tie-downs

_____	_____	_____
_____	_____	_____
_____	_____	_____

When a customer disagrees with you there is a good chance that what they are really saying is...

"I haven't noticed any coolant on my driveway or smelled any hot coolant. The vehicle has not been running hot. The needle hasn't moved. My vehicle isn't running poorly, handling badly or riding any differently, so no, it does not look like it is a problem to me."

So how do you handle this? You just cannot call the customer a liar or accuse them of being ignorant. So instead try this; it works nearly every time...

"Mr. Customer, I can see how you might say that the coolant does not look dirty. After all, you probably have not noticed any coolant on your driveway, right? The vehicle probably has not overheated, smelled hot, ridden differently or handled poorly, has it? As a matter of fact, I will bet the temperature gauge has not even budged, right?"

"I'm not surprised, Mr. Customer. You see, as your coolant does its job, its color begins to turn from that clear fluorescent green to brown because it is pulling pollutants out of your cooling system. When it begins to turn brown, what it is telling us is that it has done its job, and, that it is near the end of its life. Turning brown is the first sign that the coolant is not working to its fullest potential. If left alone, soon it won't be working at all, and we both know what that could mean, don't we? Why don't we take a look at some possible solutions, okay?"

By explaining to the customer that a concern does not always mean that complete failure has to occur or explaining that there does not necessarily have to be multiple symptoms, you get a chance to reason with them. When you take control and put yourself in that position, then you are more likely to get the chance to make a presentation. And as you are well aware, making a presentation greatly increases the likelihood of making a sale.

Advanced Selling Techniques continued...

The Re-Stated Tie- Down

When the customer makes a derogatory comment about their vehicle, you simply restate it and tie it down.

Example

Customer: *"My tires sure are worn."*

Professional Salesperson: *"They sure are worn, aren't they?"*

REMEMBER: When a customer begins making derogatory comments about their vehicle, above and beyond their primary concern, they are doing one of two things:

They are either telling you they trust you

or

That they are not sure they can trust you.

The Inverted Tie- Down

Example:

"As I understand, you are in today because you are planning a vacation.

"Isn't it true you want us to inspect your vehicle before you go?"

"I am sure you will agree that if we find anything, you will want us to repair it, right?"

Over Inverted Tie- Downs

Isn't it true, like I said, as I understand, didn't you say, you will agree, etc.

Advanced Selling Techniques continued...

The Assumptive Tie-Down

This Tie-Down always begins with *You Do Want* and always ends with a standard Tie-Down. For example, *"You do want the repair done, don't you?"* or *"You do want a safe vehicle for your family, right?"*

Remember, the two scenarios that you would want to use the Assumptive Tie-Down are for "Mr. Whatever it Takes" and when a customer is leaving your shop in an unsafe vehicle.

The Alternate Choice Question

By using the Alternate Choice Question, you can accomplish a few things. The customer will see that, by using this technique, you are trying to work with them, you indicate that the repairs are important, and you create urgency.

"Mr. Customer, I know this must be a surprise to you. You came in today expecting to spend much less, but once we looked over your vehicle, we found it needs a few more things. A few more things means a few more dollars. But I will tell you what I may be able to do for you. When I am faced with a situation like this, my manager allows me to break it up over a few visits, making it easier for you and your budget. If I could get him to do that for you today, would you want to, or would you prefer to have us just do it all?"

All or something, not all or nothing.

Note: The example given would only be used after multiple attempts were made to get the entire sale.

Advanced Selling Techniques continued...

Immediate and Convincing Support

Bundle Selling

"Mr. Customer, now that I have completed walking around your vehicle, I have had the opportunity to check your mileage and look under your hood. I would like to discuss with you all the things we found and show you how we can address them."

Now, identify each item to the customer, briefly describe the repair, give the benefits of executing the repair now, and then ask the customer if they understand. Repeat this formula for each item you have on your list, being careful not to mention the time it will take or the cost of individual items.

"Mr. Customer, the first item we discovered was this, this is how we would handle that, and the benefit to your doing that would be...That makes sense, doesn't it? Great! The next item on our list is ..., we will fix it by, and the benefit to you is...See what I mean? The next item would be ..., and I would recommend doing ..., and the benefit would be...That makes sense too, don't you think? Great! Now let's take a look at what we have here. By doing all this now, your commitment would be approximately \$482 plus tax. Okay? "

Creating Showmanship & Enthusiasm

Sizzlers

_____	_____	_____
_____	_____	_____
_____	_____	_____

*"Mr. Customer, the best thing about allowing us to help you today is, through the use of our **latest in computerized diagnostic** equipment, our **factory-trained technicians** will be able to **quickly** and **accurately** diagnose the concern. They use only **advanced factory designed** and **authorized parts** that are specifically made for your vehicle. You can rest assured that we will complete the job **fast** and **accurately**."*



Advanced Selling Techniques continued...

Over Demonstrating

You will know you are over demonstrating if the customer breaks eye contact with you, displays negative body language, or when half of a couple turns and steps away.

You can regain their attention a number of ways. By simply shifting your weight from one foot to the other, handing them something, or asking them to do something, you will get their attention back. Asking them to read a menu with you will work also. The point here is, to change or alter the situation, sometimes a little, sometimes a lot. By not doing so, you are, for all practical purposes, wasting your time.

No matter how long you write service, these indicators: the breaking of eye contact, the negative body language, and couples that split up on you, will always be there as a built in guidance system that never fails to warn you that you may be over demonstrating.

Service and Repair vs. Service and Service Retail

Becoming a Service Retailer

You will need product _____

You will need a _____

You will need _____

New Service and Product Displays

When – _____

What – _____

Where – _____

How – _____

Why – _____

New Service and Product Displays

The Art of Selling From Displays

Part I

1. You must _____ your product
2. _____ the customer and not the _____
3. Place your body at a _____ to the product
4. Always start with the “_____” and give a full presentation on it

The Art of Selling From Displays

Part II

5. ONLY if the customer “_____”, do you go to “Good”
6. After presenting “Good”, do not stop and move right to “_____”
7. End your presentation by restating “Good” and _____ to “Best”
8. Close the sale by asking the customer to _____

Note: We always want to help the customer get the “Best” whenever possible, but even if the customer decides on “Good” they are buying from YOU!



Creating a Sales Culture

Creating a Sales Culture

- Decide _____ you are
- Develop a process to _____ who you are
- Train your entire staff to _____ that process
 - _____ training
 - _____ training
 - _____
 - _____
 - _____
 - _____ for new ideas & products
 - TAKE _____ AND STOP _____!

Tracking of Monthly Sales Goals

Name		CPRO	ELR	\$	CSS	Income	% of Goal
Service Advisor 1	Previous Day						
	Month to Date						
Service Advisor 2	Previous Day						
	Month to Date						
Service Advisor 3	Previous Day						
	Month to Date						

Creating a Sales Culture

The PRO TALK Accountability System

1. Hang a Credo
2. Use a Walk Around Sheet– Your Own
3. Set minimum standards
4. Set personal goals
5. Have each Service Advisor read and sign the new policy

Hang the Credo



FULL SERVICE PROMISE®

We will turn on your vehicle lights, walk around your vehicle with you, lift the hood and visually inspect your belts, hoses, fluids, tires and battery and check for any safety concerns.

**If we fail to do this at the initial write-up, your next LUBE,
OIL and FILTER change is on us –**

FREE OF CHARGE

See Management for Details

^aWM JEFF COWAN AND JEFF COWAN'S *PRO TALK*®, INC. 1995 – 2012

800.248.2931

(When displaying this "credo", in any form, it is required that the copyright and trademark symbols appear as shown. In addition, the same applies anytime the slogan "Full Service Promise"® is used.)



Service Advisor Work Agreement



Service Advisor Contract

This Agreement has been entered into as of (Date), by and between (Dealership Name), a corporation of the State of _____, having a business address at (Address) and (Employee Name), having an address at (Employee's Address).

The purpose of this agreement is to clarify and partially explain what the job of the Service Advisor is, how it is to be performed and what minimum standards are required for the above mentioned employee to maintain and continue their participation at said Dealership in the position of Service Advisor. Also described in this contract is how the Service Advisor is to be compensated.

1. Each visiting customer is to be handled using the Jeff Cowan's PRO TALK, Inc. Service Advisor processes which were included and fully explained during the PRO TALK Trainer's visit and closeout meeting.
2. The "Full Service Promise" sections in PRO TALK are to be followed and executed with each visiting customer every time they visit regardless of the number of times they visit within any time frame. A partial list of the process to be followed includes, but is not limited to, the Four Point Walk Around, the Six Step Presentation, The Next Visit, The Professional Approach and Greeting, all elements of the Most Important Five Minutes and the Six Steps to Building Rapport.
3. Other courses and processes from the overall ProTalk training may be added or subtracted as a required process upon Management's discretion.
4. Minimum Standards and results are to be met for continued employment:
 - a. An Effective Labor Rate of at least \$_____ is to be delivered each business month.
 - b. A Customer Paid Repair Order Average of at least _____.__ is to be delivered each business month.
 - c. Total Dollars Sold for each business month is to be at least \$_____.
 - d. Customer Satisfaction Scores are to be at district average or higher based on the reports from _____ for each business month. It is further required that at least _____ % of surveys must be returned for qualification.
5. The Minimum Standards listed above may be adjusted at Management's will with a 30 calendar day notice from Management. In addition, other Minimum Standards may be added with a 30 calendar day notice. Individual Minimum Standards may be eliminated under the same guidelines.



Service Advisor Contract Continued...

6. As Minimum Standards are met the following will be provided by Management:
 - a. Continued employment in the Service Advisor position.
 - b. Compensation as described in ***Attachment A***.

7. In the event that Minimum Standards are not met the following rules will be enforced:
 - a. Loss of partial compensation as described in ***Attachment A***.
 - b. Increased training and retraining as mandated by Management.
 - c. Possible loss of employment in the Service Advisor position and possible loss of employment in the Dealership as a whole solely at Management's discretion.

8. The rules provided within this contract may be changed at Management's discretion with a 30 calendar day notice.

By signing below I am stating that I have fully read, understand and had explained to me by Management the contents within this contract and its attachment(s). I also agree to adhere to this contract and its attachment(s) in full under the terms listed.

By: _____ By: _____

Title: Service Advisor Title: _____

Date: _____ Date: _____





Attachment A

Compensation for delivering the Minimum Standards as explained in the attached contract:

An Effective Labor Rate of \$ _____ will pay \$ _____ for each business month it is met and delivered.

A Customer Paid Repair Order Average of _____. will pay \$ _____ for each business month it is met and delivered.

Total Monthly Dollars Sold of \$ _____ will pay \$ _____ for each business month it is met and delivered.

Customer Satisfaction Survey Score Averages of at least District Average will pay \$ _____ for each business month it is met and delivered as long as ____% or more are returned.

In the event that a monthly Minimum Standard is not reached or delivered in a business month only 50% of the compensation for that category will be paid. In the instances where multiple Minimum Standards are not delivered, it may be cause for a transfer to another position within the Dealership or termination. In addition, if any Minimum Standard is missed consistently for 3 business months it may be cause for a transfer to another position or termination.

In the event that a monthly Minimum Standard is exceeded the following bonuses will be paid in addition to the regular compensation already outlined.

Effective Labor Rate:

Customer Paid Repair Order Averages:

Total Dollar Sales:

Customer Satisfaction Survey Scores:





Attachment A

Compensation for delivering the Minimum Standards as explained in the attached contract:

An Effective Labor Rate of \$_____ will pay \$ _____ for each business month it is met and delivered.

A Customer Paid Repair Order Average of _____. will pay \$ _____ for each business month it is met and delivered.

Total Monthly Dollars Sold of \$_____ will pay \$ _____ for each business month it is met and delivered.

Customer Satisfaction Survey Score Averages of at least District Average will pay \$ _____ for each business month it is met and delivered as long as ____% or more are returned.

In the event that a monthly Minimum Standard is not reached or delivered in a business month, the Service Advisor will be given a verbal warning. If the Minimum Standards are not met two consecutive business months then the Service Advisor will be given a written notice to be placed in their permanent records/files. If a Service Advisor fails to meet Minimum Standards for three consecutive business months it will be cause for an immediate transfer to another position or immediate termination at Managements sole discretion.

In the event that a monthly Minimum Standard is exceeded the following bonuses will be paid in addition to the regular compensation already outlined.

Effective Labor Rate:

Customer Paid Repair Order Averages:

Total Dollar Sales:

Customer Satisfaction Survey Scores:



What is at Stake?

\$ _____ Labor Rate \div 1/10th = \$ _____

\$ _____ x 5 (for 5/10ths increase) = \$ _____ increase per repair order

\$ _____ x _____ R.O.'s/Day = \$ _____ increase per day per Advisor

\$ _____ x _____ Work Days in a Month = \$ _____ increase per Advisor per Month

\$ _____ x _____ Service Advisors = \$ _____ increase per Month

\$ _____ x 12 Months = \$ _____ increase a Year per Dealership

\$ _____ x _____ Dealerships = \$ _____ increase per Year

*Not Including Parts

Note: Fill in the blanks with your dealership's information and calculate your results!

Notes:

NOTES



**NEED ASSISTANCE IN GETTING THIS IMPLEMENTED?
CONTACT US FOR: A PRIVATE WORKSHOP, IN STORE
TRAINING, OR OUR 24 HOUR ONLINE VIRTUAL TRAINING.**

INCREASE PROFITS & RETENTION

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www.AutomotiveServiceTraining.com



EXHIBIT 2

IN THE UNITED STATES PATENT AND TRADEMARK OFFICE

In re trademark application of :)
)
Jeff Cowan) Before Examiner Hussain
)
Serial No. 85/691,026) Law Office 110
)
Filed: July 31, 2012)
)
FULL SERVICE PROMISE)

DECLARATION

I, Jeff Cowan, hereby swear and affirm as follows:

1. I am an individual resident of California.
2. For more than 25 years, I have provided educational services and materials for car dealerships, service managers, and service advisors in the automotive field. My educational services and materials teach the arts of selling, customer service, customer retention, and communication skills and provide specific examples and explanations tailored for automotive service and sales drive managers and associates.
3. My educational services and materials include but are not limited to live workshops, classes, seminars, conferences, webinars, on-site training, manuals, pocket guides, forms, and training videos available by DVD set and/or online. I have visited over 2,400 automobile service drives in the United States and Canada, and have trained personnel at several thousand car dealerships.
4. My educational services and materials are widely known in the automotive service sales industry. I am a regular speaker at the annual meeting of the National Automobile Dealers Association (NADA), an organization having nearly 18,000 new car and truck dealers, with 32,500 franchises both domestic and foreign. I am also a featured trainer on the NADA

University Platform and a featured speaker at Dealer 20 Group meetings, groups of principals and managers from non-competing automotive dealers.

5. My educational services and materials are recognized as the Nation's #1 Service Advisor Sales Training and I am recognized as "the modern day creator of walk-around and selling processes for service drives." My services and materials are widely distributed through agreements on a dealer-by-dealer basis as well as on a nationwide basis through major automotive manufacturers.
6. Since at least 2002 and continuously to date, I have adopted and used in interstate commerce the FULL SERVICE PROMISE trademark in connection with my educational services and related goods.
7. In addition to the present application, I am also the owner of United States Trademark Registration No. 2,701,098 registered March 25, 2003, for the identical mark FULL SERVICE PROMISE® for "t-shirts, button shirts and hats."
8. The FULL SERVICE PROMISE trademark is currently and has been used on a variety of different types of materials in an effort to promote my services, including on my website, training materials, presentations and even clothing items. Attached as Exhibit A are photographs of such clothing items, including a shirt and a hat, which show the FULL SERVICE PROMISE trademark. My staff and I regularly wear clothing items showing the FULL SERVICE PROMISE trademark, such as the pictured items, during the course of promoting and performing my educational services.
9. The FULL SERVICE PROMISE is a unique trademark that I coined to promote my educational services and materials. It is not a specific topic that I train on, but rather applies broadly to the entire services package that I provide to consumers.

10. The FULL SERVICE PROMISE trademark is well known and consumers have come to know, rely upon, and recognize the mark as identifying my goods and services as a whole.

The undersigned being hereby warned that willful false statements and the like so made are punishable by fine or imprisonment, or both, under 18 U.S.C. 1001, and that such willful false statements may jeopardize the validity of the application or any resulting registration, declares under penalty of perjury that the foregoing is true and correct to the best of my knowledge.

October 16, 2013
Date

WM Cowan
Jeff Cowan

EXHIBIT A



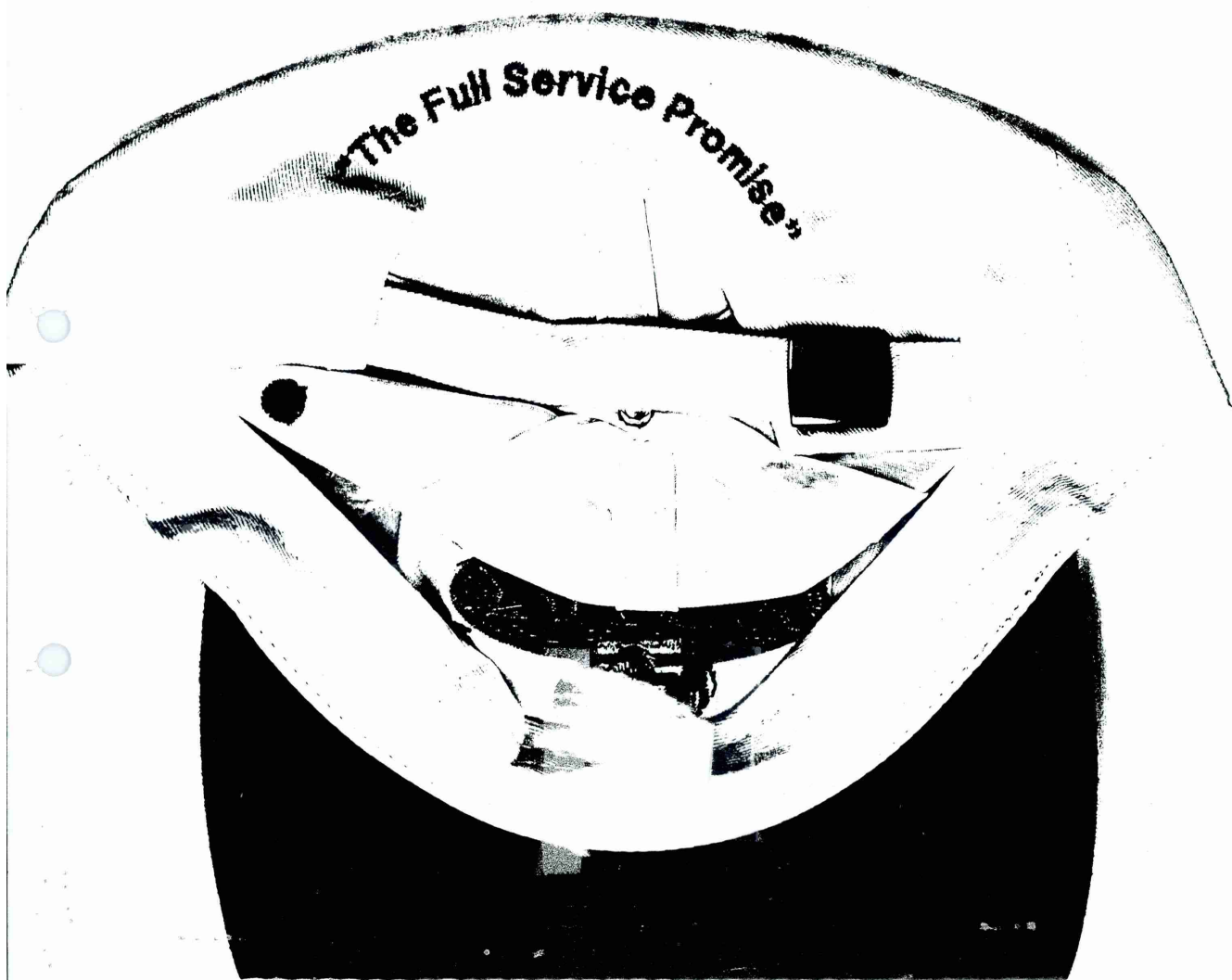




Front



Back



EVERY CAR, EVERY TIME.



THE FULL SERVICE PROMISE™.

SIT, FLIP, POP AND LOOK.

ME®



"THE FULL SERVICE PROMISE"®



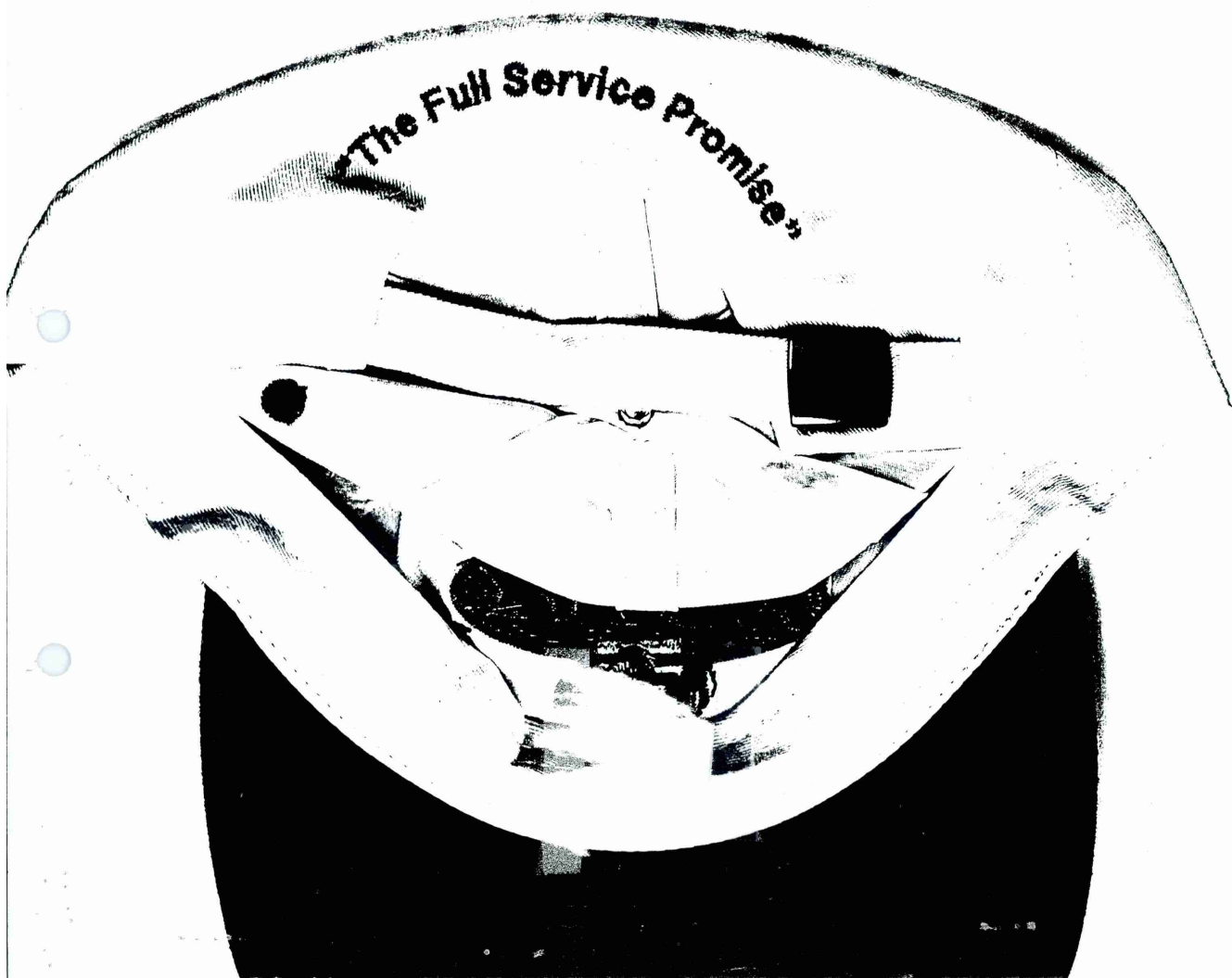




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